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THESIS

AN ORGANIZATIONAL AND EFFECTIVENESS ANALYSIS OF ENLISTED CNO PRIORITY MANNNING

by

Peter R. Leo

March 2003

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This thesis examines the organization and effectiveness of CNO priority 1 and 2 manning by conducting a comparison analysis on priority manning and non-priority manning for the AE and AW enlisted ratings from June of 2001to June of 2002. Priority manning was introduced in the Navy to ensure activities whose missions are essential to national interest are properly manned even when personnel shortages exist. Little formal analysis of priority manning has been conducted in the past and this research provides an overview of the steps in the process and the effects that priority manning has on the Navy's distribution system. The results of this research conclude that there is a need to improve the CNO priority manning process. Transition of process management occurred during this study to Pers-452/Allocation and Statistics Branch of the Navy Personnel Command. This thesis will provide an explanation of the process and recommendations to assist the new managers in implementing and monitoring the process more effectively.

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AN ORGANIZATIONAL AND EFFECTIVENESS ANALYSIS OF ENLISTED CNO PRIORITY MANNING

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This thesis examines the organization and effectiveness of CNO priority 1 and 2 manning by conducting a comparison analysis on priority manning and non-priority manning for the AE and AW enlisted ratings from June of 2001to June of 2002. Priority manning was introduced in the Navy to ensure activities whose missions are essential to national interest are properly manned even when personnel shortages exist. Little formal analysis of priority manning has been conducted in the past and this research provides an overview of the steps in the process and the effects that priority manning has on the Navy's distribution system. Research results conclude that there is a need to improve the CNO priority manning process. Transition of process management occurred during this study to Pers-452/Allocation and Statistics Branch of the Navy Personnel Command. This thesis will provide an explanation of the process and recommendations to assist the new managers in implementing and monitoring the process more effectively.

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ACRONYMS

AE	Aviation Electrician's Mate
ACOL	Annual Cost of Leaving
ACR	Activity Control Rule
AMD	Activity Manpower Document
ARIS	Active Readiness Information System
AW	Aviation Warfare Systems Operator
AWC	Chief Aviation Warfare Systems Operator
BA	Billets Authorized
BUPERS	Bureau of Naval Personnel
CCC	Command Career Counselor
CINCLANTFLT	Commander in Chief Atlantic Fleet
CINCPACFLT	Commander in Chief Pacific Fleet
CMP	Composite
CNO	Chief of Naval Operations
CNP	Chief of Naval Personnel
CNPC	Commander, Naval Personnel Command
CNRC	Commander, Navy Recruiting Command
COB	Current On Board
COMNAVRESFOR	Commander in Chief of the Navy Reserve Force
DCNO	Deputy Chief of Naval Operations
DIMHRS	Defense Integrated Military Human Resources System
DMRS	Diary Message Reporting System
DON	Department of the Navy
DPG	Defense Planning Guidance
EAIS	Enlisted Assignment Information System
EAOS	End of Active Obligated Service
ECM	Enlisted Community Manager
EDPROJ	Enlisted Distribution Projection System
EDVR	Enlisted Distribution Verification Report
EMF	Enlisted Master File
EPA	Enlisted Program Authorizations
EPMAC	Enlisted Placement Management Center
EPRES	Enlisted Personnel Requisition System
EW	Electronic Warfare Technician
EWCS	Senior Chief Electronic Warfare Technician
FMD	Fleet Manpower Document
FY	Fiscal Year
FYDP	Future Years Defense Plan

GENDET	General Detail
IA	Individuals Account
JASS	Job Advertising Selection System
MCA	Manning Control Authority
MCAB	Manning Control Authority Bureau of Naval Personnel;
MCAL	Manning Control Authority Commander in Chief Atlantic Fleet
MCAP	Manning Control Authority Commander in Chief Pacific Fleet
MCAR	Manning Control Authority Commander in Chief of the Navy Reserve Force
MDAC	Manning Control Authority Distribution Advisory Committee
MFT	Mission, Functions, and Tasks
MPT	Manpower, Personnel and Training
N1	DCNO Manpower and Personnel
N12	Total Force Programming, Manpower and Information Resource Management Division
N13	Military Personnel Plans and Policy Division
N130	Military Compensation and Policy Coordination Branch
N8	Resources, Warfare, Requirements and Assessments Division
NAVPERS	Navy Personnel Instructions
NAVMAC	Navy Manpower Analysis Center
NEC	Navy Enlisted Classification
NES	Navy Enlisted System
NITRAS	Navy Integrated Training Resource and Administration System
NMP	Navy Manning Plan
NMP-E	Navy Manning Plan-Enlisted
NMRS	Navy Manpower Requirements System
NPRST	Naval Personnel Research, Studies, and Technology
NTQMS	Navy Training Quota Management System
NTRS	Navy Training Reservation System
OCM	Officer Community Manager
OPA	Officer Programmed Authorizations
OPM	Orders Posting Module
OPNAV	Office of the Chief of Naval Operations
OPNAVINST	Office of the Chief of Naval Operations Instruction
PCS	Permanent Change of Station
PERS-4	Enlisted/Officer Distribution

PERS-40	Enlisted Assignments Division
PERS-45	Distribution, Management, Allocation, Resources, and Procedures Division
PERS-452	Allocation and Statistics Branch
PMI	Priority Manning Indicator
POB	Projected Onboard
POE	Projected Operational Environment
POM	Program Objectives Memorandum
PPBS	Planning, Programming, and Budgeting System
PRD	Projected Rotation Date
PRESBUD	President's Budget Submission
RCN	Rating control Number
RCR	Rating Control Rule
RIS	Readiness Information System
ROC	Required Operational Capability
RPM	Requisition Posting Module
RQN	Requisition
SDS	Source Data System
SMR	Statement of Manpower Requirements
SMD	Shore Manpower Document
SQMD	Squadron Manpower Document
SRB	Selective Reenlistment Bonus
TERA	Temporary Early Retirement Authority
TFMMS	Total Force Manpower Management System
TPPH	Transient, Patient, Prisoner, or Holdee
TYCOM	Type Commander
UIC	Unit Identification Code
USN	United States Navy
USW	Undersea Warfare
WEPP	Web-Enabled Portal Placement
WEPW	Web-Enabled Portal Warehouse

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I. INTRODUCTION

A. BACKGROUND

Once in the position of Chief of Naval Operations (CNO), Admiral Vern Clark has indicated that manpower is his top priority in the Navy today. Manpower continues to be a very sought after and expensive resource in the Navy. It is important that the Navy's distribution process operate efficiently. Navy recruiting and retention has undergone enormous change in recent years, but is the Navy efficiently distributing personnel?

This thesis will look at how well enlisted sailors are being distributed to aviation units that have CNO priority manning, concentrating on Aviation Electrician's Mate (AE) and Aviation Warfare Systems Operator (AW) ratings. Chief of Naval Operations enlisted priority manning was implemented by the Navy to ensure that units whose mission accomplishment is essential to national interest are properly and fully manned, even during personnel inventory shortages. OPNAVINST 1000.16J (Manual of Navy Total Force Manpower Policies and Procedures) is the governing document for CNO enlisted priority manning. Chapter 6, Section 607 of the instruction describes the procedures and request process for CNO priority manning. Three levels of priority manning can be implemented within a command or part of a command. CNO Priority 1 and 2 manning can only be authorized by the CNO, while the Manning Control Authorities (MCAs) can authorize Priority 3 manning. MCAs consist of Commander in Chief of the Atlantic Fleet, Commander in Chief of the Pacific Fleet, Bureau of Naval Personnel, and Commander in Chief of the Navy Reserve Force. MCAs are responsible for the continuous management of priority manning within their area of responsibility.

The AE and AW ratings were chosen for this study because they require high technical skills. It is difficult to distribute enlisted personnel into specific jobs at aviation commands because a large portion of billets they fill require specific job skills, denoted by Navy Enlisted Classification (NEC) codes. Aviation Detailers must ensure they place enlisted sailors into these billets who have the required occupational skills and NECs to perform the workload the billet requires. These two ratings were also chosen to examine one rating (AE rating) with excess manning above billets authorized (BA) and another

rating (AW rating) with a manning shortfall less than BA. This study will concentrate on the effectiveness of CNO enlisted priority manning for priority 1 and 2 billets within these two ratings. Because particular squadron mission accomplishments are essential to national interest, they are designated as priority manning activities or partial priority manning activities. The goal is to man squadrons at 100 percent of their BA that are designated to have priority manning. To do this, the distribution process marks priority billets within commands, and they are to be filled prior to establishing the fair share distribution of remaining personnel assets, otherwise known as the Navy Manning Plan (NMP). The implication here is that all commands that have priority billets should essentially be filled to BA, and should exceed manning levels of non-priority manned commands.

To determine if enlisted CNO priority manning for the AE and AW ratings is at the appropriate levels, and above those of non-priority activities, the Enlisted Placement Management Center's (EPMAC) Knowledge Management Department provided 13-months worth of data, starting in June of 2001, covering all the AEs and AWs in each of the four MCA's. The COMNAVRESFOR will not be addressed in this analysis because it does not have designated CNO priority manning levels.

B. PURPOSE

This research will examine the effectiveness of the Chief of Naval Operations priority manning using the Navy's enlisted AE and AW ratings and whether there is a need to improve the process. An analysis of key stakeholders and the organization will be conducted. Recommendations will be made based on concerns and findings of the analysis.

C. RESEARCH QUESTIONS

1. Primary Research Questions

a. What is CNO priority manning and how is it organized?

b. How effective is the enlisted CNO priority manning process within the AE and AW ratings and the Navy as a whole?

2. Secondary Research Questions

a. What are the advantages and disadvantages of having CNO priority manning?

b. How is CNO priority manning incorporated into the Navy's current information systems?

D. LIMITATIONS AND METHODOLOGY

1. Limitations

This study concentrates on CNO priority manning at aviation commands and provides an in depth review of the AE and AW ratings. Similar methods of analysis can be used for other ratings and NECs, but results may vary with different ratings and NECs. Since CNO priority manning has not been extensively studied in the past, this thesis will provide a starting point for further analysis.

2. Methodology

The methodology used in this research consists of the following steps:

a. Survey thesis projects, books, magazine articles, presentations and briefing notes, CD-ROM systems, and other library information resources.

b. Briefly review the Navy's current manpower and personnel process.

c. Review the Navy's current CNO priority manning process.

d. Travel and teleconference with the Enlisted Placement Management Center's Knowledge Management Department to research and review the priority manning data.

e. Phone interviews with Manning Control Authorities, N130, detailers and other key stakeholders involved with the CNO priority manning process.

f. Analyze CNO priority manning data provided by EPMAC's Knowledge Management Department to review possible AE and AW distribution problems.

g. Propose recommendations in improving the process based on the findings.

E. BENEFITS OF THE STUDY

EPMAC's Knowledge Management Center requested an outside look at priority manning to identify areas for improvement to the CNO priority process. There has been very little previous analysis regarding CNO priority manning. This research will analyze the process in order to provide stakeholders a better understanding and suggest ways to better monitor and track CNO priority manning. The overall management of CNO priority manning is currently transitioning from CNO N130 (Military Compensation and Policy Coordination Branch) in Washington D.C. to Pers-452 (Allocation and Statistics Branch) in Millington, TN. This research will provide data to measure the effectiveness of the program and serve as a basis for continued improvements.

F. ORGANIZATION OF THE THESIS

Chapter II will review the current Navy Manpower, Personnel, and Training system. Chapter III will describe key stakeholders involved in the CNO enlisted priority-manning process. An organizational analysis of the CNO enlisted priority manning process will be presented in Chapter IV, to include procedures for requesting priority manning, reviews, incorporation into the Navy's information systems, allocation and prioritization of priority manning billets, and how billets with priority manning are filled by detailers. Chapter V will analyze AE and AW ratings data with and without CNO priority manning from June of 2001 to June of 2002. Chapter VI will provide conclusions and recommendations for improving the current CNO priority manning process.

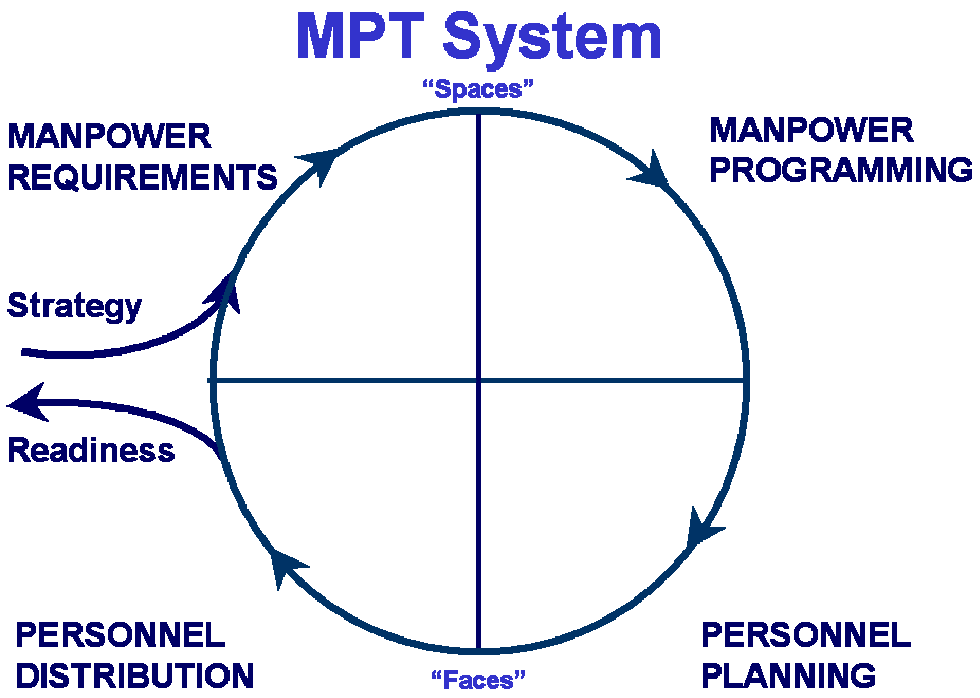
II. NAVY MPT TRAINING SYSTEM OVERVIEW

A. OVERVIEW OF THE MANPOWER, PERSONNEL, AND TRAINING SYSTEM

The U. S. Navy's MPT system is only a small part of the Navy's total personnel environment and acquisition process. The Navy works within an ever-changing environment, affecting the numbers and types of people it requires. The main purpose of the MPT system is to ensure fleet readiness for today and in the future (BUPERS website, 2003). It does this by identifying, planning, managing, and distributing the right kind of sailors in the right numbers to fulfill the Navy's mission (BUPERS website, 2003). Currently, the Navy has an overall End Strength of 376,000, of which 318,259 are enlisted. (Highlights of the DON FY 2003 Budget, 2002). It is clear that when dealing with these large numbers there must be a methodical system to appropriately account for requirements to meet fleet readiness.

The Navy's MPT system has four processes: Manpower Requirements, Manpower Programming, Personnel Planning, and Personnel Distribution. CNO priority manning is primarily associated with the enlisted distribution process and is the focus of this research. Giving a brief overview of the entire MPT system will demonstrate the complexity of the process. A number of organizations, policies, and documents drive the system.

The overall MPT system is described in Figure 1, which shows how the Manpower Requirements and Manpower Programming processes concentrate primarily on what "Spaces" are required for each ship, squadron, and shore command and how they will ultimately be authorized and subsequently funded by the Navy. The Personnel Planning and Distribution processes concentrate on the "Faces", who are the sailors who will fill those "spaces". As with the CNO priority manning process, guidelines for the MPT system are found in OPNAVINST 1000.16J.



Source: From PowerPoint Brief, CDR Hatch, 2002

Figure 1. MPT System

B. MANPOWER REQUIREMENTS

Manpower requirements are broken down into two sub-processes: determination and authorization. The Navy Manpower Analysis Center (NAVMAC) is the primary organization conducting the requirements determination phase. There are two separate requirement determination processes, one for "fleet" activities and the other for "shore-based" activities.

Fleet requirements determination begins by interpreting the Required Operational Capability and Projected Operational Environment (ROC/POE) document for each ship class, squadron, and fleet activity. Resource Sponsors direct NAVMAC to determine or validate these requirements using the ROC/POE (BUPERS website, 2002).

A Resource Sponsor is an OPNAV organization responsible for an identifiable aggregation of resources that constitute inputs to warfare and supporting tasks. Their span of responsibility includes interrelated programs or parts of programs located in several mission areas. (PowerPoint Brief, 2002 CDR Hatch).

Using the ROC/POE, Navy Standard Work Week Afloat, and other instructions, NAVMAC determines unconstrained requirements for each activity. These unconstrained requirements, depending on the type of activity, are published in Ship Manpower Documents (SMD), Squadron Manpower Documents (SQMD), or Fleet Manpower Documents (FMD).

For shore requirements determination, unconstrained requirements are determined for each shore activity by utilizing the Mission, Function and Task (MFT) statement and the Navy Standard Work Week Ashore. The MFT is used similarly to the ROC/POE but each shore command actually writes it and has it approved by their claimant. These unconstrained requirements are then published in a document called Statement of Manpower Requirements (SMR).

Once unconstrained manpower requirements are determined, Navy defense planning guidance is applied constraining the requirements. This takes place during the authorization sub-process. Discussed by CDR Bill Hatch (2002), a manpower authorization describes a manpower requirement supported by approved funding and end strength. Authorizations represent claimant choices and resource sponsor funding and are the basis for planning and distributing personnel inventory. Resource sponsors typically fund less than 100 percent of the unconstrained requirements due to fiscal constraints and budget decisions. Once the resource sponsor funds the requirements, they become authorizations and are entered into the Total Force Manpower Management System (TFMMS). TFMMS is the single, authoritative database that contains Navy manpower requirements, manpower authorizations, and end strength. The Activity Manpower Document (AMD) is developed from authorized requirements in TFMMS. The AMD lists both un-funded and funded requirements by Unit Identification Code (UIC) for an activity. Billets authorized (constrained requirements) are reflected in the AMD. A billet is a requirement that has been determined or validated by NAVMAC and authorized or funded by a resource sponsor with end strength that is approved by Congress.

C. MANPOWER PROGRAMMING

Manpower programming is the process by which manpower requirements are translated into personnel budgets (BUPERS website, 2003). It matches available resources to validated requirements (Butler and Molina, 2002). The Chief of Naval Personnel (CNP) is the single point of responsibility for overseeing the manpower programming process. CNP works closely with resource sponsors and claimants to ensure an appropriate number of personnel are requested during the process and that sufficient funding is provided. CNP vests the responsibility of manpower programming to the Total Force Programming, Manpower and Information Resource Management Division (N12). The process is divided into two sub-processes, which are the Planning, Program, and Budgeting System (PPBS) and End Strength determination.

The objective of the PPBS is to determine the best mix of forces, equipment, and support attainable within fiscal constraints (BUPERS website, 2003). DCNO: Resources, Warfare, Requirements and Assessments Division (N8) is charged with administration, oversight, and authority for the Navy's PPBS system. PPBS is central to developing the Program Objectives Memorandum (POM). The POM considers estimated costs of personnel, force structure, steaming days, flight hours, and contingencies, and combines them with goals and constraints based on warfare capability and fiscal limitations to produce program estimates. The program estimates published in the POM are used to determine actual costs and goals during the PPBS budgeting phase. The result is the estimated fiscal values for Navy programs, which are then incorporated into the President's Budget Submission (PRESBUD). An important document that is developed from the PPBS process is the Future Years Defense Plan (FYDP), which summarizes the Secretary of Defense approved plans and Department of Defense programs. The Navy's FYDP is published annually and documents plans and programs for the current year, budget year, and 5 years beyond the budget year.

Once program budget decisions are complete for the fiscal year, they are converted into end strength. End strength is congressionally mandated and is the number of Navy personnel allowed at the end of each fiscal year. This end strength, which has funding attached to it, is then entered into TFMMS. As discussed in manpower

requirements, this funding is then combined with requirements and authorizations to formulate authorized Navy billets. A summary of this is published in the Enlisted Programmed Authorizations (EPA) and Officer Programmed Authorizations (OPA) documents. EPA/OPA are published at least three times a year. EPA/OPA also contain planned authorizations summarized by rating and pay-grade within each rating group for current and future fiscal years. The EPA/OPA are used in the personnel planning phase to help end strength planners determine the shape, inventory, and distribution of personnel.

D. PERSONNEL PLANNING

Personnel planning begins when manpower requirements and programming generate demand signals for spaces that need to be filled by personnel inventory. Personnel planning closely manages the supply of personnel (faces), so that there is sufficient personnel to match demand (spaces), which is accomplished through the sub-processes, strength planning, community management, recruiting, and training.

Strength planning is the process of planning, predicting, and managing the personnel inventory gains and losses for a given fiscal year, while remaining within fiscal constraints and congressionally mandated end strength limits. Enlisted Community Managers (ECMs) and Officer Community Managers (OCMs) work with strength planners in the end strength planning process. Because this research concentrates on enlisted priority manning, the focus here will be on ECMs. ECMs monitor and shape each sailor community. To manage end strength and stay within the budget, ECMs develop methods to precisely predict personnel gains and losses. ECMs use the equation in Figure 2 to manage end strength in their communities.

Beginning Strength - Losses + Gains = End Strength

Figure 2. End Strength Equation

The elements that lead to personnel losses are attrition (failure to complete an enlisted contract), separation (failure to reenlist), retirement, and other possible factors. ECMs use two forecasting models to predict these losses. The Annualized Cost of Leaving (ACOL) Model predicts retention while considering compensation and economic factors. The SRB (Selective Reenlistment Bonuses) Forecasting Model is used

with inputs from ACOL to project reenlistments based on different levels of bonuses. To predict gains, ECMs must calculate required accessions. Accessions are those personnel that enter or transfer into the Navy. These strength plans are then summarized in a strength plan document, which is reviewed monthly.

The strength planning sub-process is related to the community management sub-process and is managed by ECMs and OCMs. Enlisted community management entails managing personnel from accession to retirement, filling current community manning needs, and shaping future community inventory (BUPERS website, 2003). ECMs have several tools to monitor and shape each community such as compensation policy, accession and advancement planning, A and C school plans, pay and allowances, sea/shore rotation, separation, and Temporary Early Retirement Authority (TERA). There is an array of information systems used with each of these tools. The result of the ECM planning is summarized in the EPA over the FYDP.

The personnel planning sub-process is critical for the Navy to continue its mission. Personnel must be recruited to replace personnel who leave the Navy each year. Commander, Navy Recruiting Command (CNRC), Millington, TN is responsible for recruiting. Recruiting is subdivided into four regions and has 31 recruiting districts. CNRC is tasked with recruiting approximately 40,000 to 50,000 men and women each year. Recruiting is difficult, because all four services compete to recruit from a pool of approximately 250,000 individuals who are qualified and have the propensity to enlist (BUPERS website, 2003). Recruiting is key to ECMs meeting their accession and strength plans.

The last sub-process in the personnel planning process is training. The majority of personnel that join the Navy enter with very little formal job training. Military specific skills are taught at the apprentice, journeyman & master level (BUPERS website, 2003). There are four steps to the training process that include determining needs, planning, managing quotas, and training sailors. Each authorized billet has an associated level of required training, designated by the rate, rating, and NEC. Community managers determine training requirements using accession plans and A and C school plans. Training Plans are derived from various manpower documents and databases. These

documents and databases are applied to training and accession guidance to determine constrained and unconstrained requirements for training quotas. Managing quotas consists of executing A and C school plans to allocate and reallocate school seats. The following information systems for managing and allocating training quotas are: Navy Training Quota Management System (NTQMS), Navy Integrated Training Resource and Administration System (NITRAS), and Navy Training Reservation System (NTRS). Each day Navy training includes over 40,000 students, across over 160 activities nationwide, with over 29,000 employees in over 3,400 courses (BUPERS website, 2003).

E. PERSONNEL DISTRIBUTION

The last sub-process in the MPT system is personnel distribution. Personnel distribution is the process whereby personnel managers move individuals to fill command vacancies (faces to fill spaces) (BUPERS website, 2003). The overall goal, putting the right person in the right place at the right time with the right training (the four R's), is not satisfied until individual sailors are assigned to jobs that fully utilize their acquired occupational skills (CDR Hatch, 2002). Distribution commences by identifying sailors projected to rotate nine months out (BUPERS website, 2003). Inventory is allocated to sea and shore duty, with a provision for "fair-sharing" among the four Manning Control Authorities (MCAs): CINCLANTFLT, CINCPACFLT, BUPERS, and COMNAVRESFOR (BUPERS website, 2003). The personnel distribution process is subdivided into three sub-processes, which are allocation, placement, and assignment. Chapter IV provides a more in depth look at the distribution process and the CNO priority manning process.

F. CHAPTER SUMMARY

This chapter presented an overview of the MPT system. The MPT system is divided into four processes: Manpower Requirements, Manpower Programming, Personnel Planning, and Personnel Distribution. The Navy's MPT system is a very complex and lengthy process. It is designed to put the right person in the right place at the right time with the right training (the four R's), while meeting the Navy's mission of putting faces in spaces in a prioritized manner. It is important for all four of these processes to perform efficiently for the system to enhance personnel readiness.

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III. STAKEHOLDERS WITHIN THE CNO PRIORITY MANNING PROCESS

A. INTRODUCTION

Stakeholders are important in analyzing the process, because they each have an interest in CNO enlisted priority manning. Stakeholders are defined as any group that can affect or be affected by the outcome of an issue, which in this case is the CNO priority manning process (Bednarz and Wood, 1991). Figure 3 is a stakeholders' map of the organizations involved in the process. Arrows indicate where the stakeholders are located and the general flow the process has from input to output. The process begins with N12/Total Force Programming, Manpower and Information Resource Management Division who signs OPNAVINST 1000.16J, which states the policies for CNO priority manning. The process then continues with commands who request priority manning and claimants who validate those requests. The managing and approving of priority manning involves the following stakeholders: Chief of Naval Operations (CNO), Chief of Naval Personnel (CNP), Manning Control Authorities (MCAs), N-13/Military Personnel Plans and Policy Division, N-130/Military Compensation and Policy Coordination Branch, N132/Enlisted Community Managers and PERS-452/Allocation and Statistics Branch. Once approved, the following stakeholders implement priority manning: Enlisted Placement Management Center (EPMAC), Placement Officers, and Pers–40/Detailers. The process ends with identified sailors, who fill the priority manning billets. A more detailed description of each stakeholder is provided in this chapter, along with how they affect or are affected by the priority manning process. Of course not all stakeholders have an equal impact on the priority manning process and they are affected differently by changes.

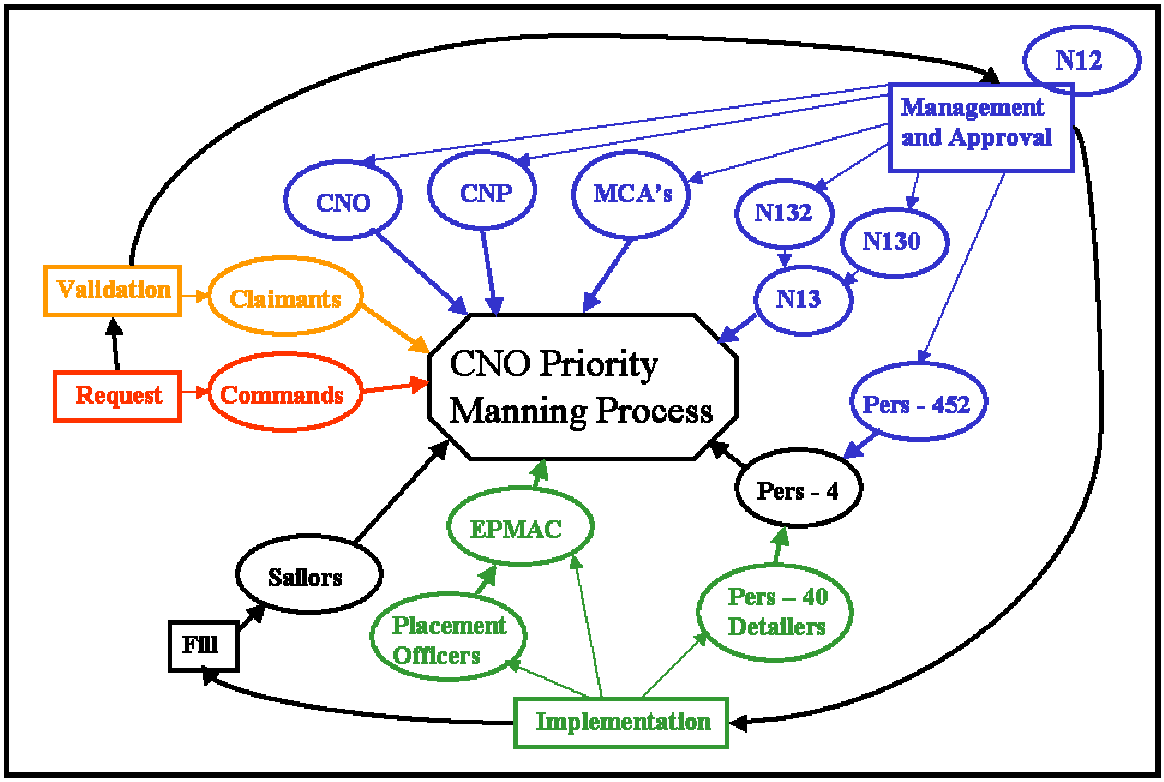


Figure 3. The CNO Priority Manning Stakeholders Map

B. N12/TOTAL FORCE PROGRAMMING, MANPOWER AND INFORMATION RESOURCE MANAGEMENT DIVISION

N12, under N1 (DCNO Manpower and Personnel) and the CNO, is known as the single manpower sponsor and point of contact for resource sponsors and claimants on manpower issues. N12 is initially involved because they are responsible for developing and signing OPNAVINST 1000.16J, which contains the policies and guidelines for managing and implementing priority manning. N12 receives inputs from other stakeholders involved in managing and implementing priority manning to develop the appropriate priority manning procedures and policies in maintaining OPNAVINST 1000.16J.

C. COMMANDS

Individual commands begin the initial request for CNO Priority Manning. If a command feels that some or all its personnel positions are critical to the national interest, they fill out a request for priority manning. The level of priority manning and detailed justification must accompany each request (OPNAVINST 1000.16J, 1998). It is each command's responsibility to track their priority manning once it is initiated to ensure that

the requirement is valid. Even commands without priority manning can be affected by the CNO priority manning process. A decision to give a command priority manning will also be a decision to possibly underman other commands without priority manning.

D. CLAIMANTS

Claimants are responsible for determining personnel program authorizations (BUPERS website, 2002). Claimants include the fleet, personnel and medical commands, the reserves and other activities. Claimants also validate command requests for priority manning. Claimants then endorse these requests and forward them to the appropriate MCA.

E. CHIEF OF NAVAL OPERATIONS (CNO)

As the senior member of the Navy, the Chief of Naval Operations (CNO) is responsible, under the Secretary of the Navy, to efficiently command and operate both the Navy's fleet forces and shore facilities. Manpower is one of the current CNO's top five priorities. CNO must ensure the Navy stays within Congressionally mandated End Strength each year. As CNO priority manning suggests, the CNO is the only one that can authorize and direct priority 1 and 2 manning. The CNO is responsible for establishing effective priorities for personnel so that commands critical to national interest will be manned to their authorized levels.

F. CHIEF OF NAVAL PERSONNEL (CNP)

The Chief of Naval Personnel (CNP) promulgates manpower and personnel guidance based on the CNO policies, which includes retaining quality sailors and accomplishing the Navy's mission requirements (Short, 2000). The CNP is the single manpower sponsor that oversees resourceing and manning for active and reserve Navy manpower, as well as civilian end strength (BUPERS website, 2003). CNP is responsible, under the CNO, for ensuring the Navy remains within its designated end strength each year. CNP ensures that the CNO priority manning process is properly implemented. As of FY 2003 CNP now authorizes, controls, and manages priority 1 and 2 manning. CNP designates Commander of Naval Personnel Command (CNPC) and Pers-452 **(**Military Compensation and Policy Coordination Branch) to evaluate all requests for priority manning and to approve or disapprove those requests. Additionally, CNP designates

CNPC and Pers-452 to annually review commands priority 1 and 2 manning levels, to determine if they should continue at their current priority levels.

G. MANNING CONTROL AUTHORTIES (MCA)

As mentioned in the introduction, there are four Manning Control Authorities (MCAs). The MCAs are Commander in Chief of the Atlantic Fleet (MCAL), Commander in Chief of the Pacific Fleet (MCAP), Bureau of Navy Personnel (MCAB), and Commander in Chief of the Navy Reserve Force (MCAR). Per OPNAVINST 1000.16J, the MCAs are the naval authorities that determine the quantity, quality, and priority for assigning personnel to requirements within activities. They accomplish this by setting priorities within the requisition systems, monitoring assignments, and correcting any manning personnel deficiencies. MCAs continually manage priority manning within their realm of responsibility. They annually review all initial and continuation requests for priority 1 and 2 manning. After completing their reviews, they submit their recommendations for approving or disapproving priority manning to Pers-452 (Allocation and Statistics Branch), with rationale for their recommendations. MCAs also provide an impact statement of the effect the requested priority manning will have on those commands not receiving priority manning. This statement includes all the ratings and NECs involved in the request. If the MCAs recommend disapproving of priority 1 and 2 manning requests, they must consider them for a lower level of priority manning and submit appropriate recommendations to Pers-452. MCAs can also authorize, control, and manage priority 3 manning for assigned activities. Requests for priority 3 manning are directly approved by the MCAs, whereas priority 1 and 2 manning must be approved by Pers-452. In addition to the above responsibilities, MCAs must continually review all authorized priority manning. When directed by the Chief of Naval Personnel, a formal annual review of all priority manning under each MCA's jurisdiction is conducted to ensure priority manning requirements are minimized (1998).

H. N-13/MILITARY PERSONNEL PLANS AND POLICY DIVISION

N13, under CNP and the CNO, maintains control of each community and endorses to NAVMAC any changes to designators or ratings regarding manpower authorizations (OPNAVINST 1000.16J, 1998). N13 used to authorize, control, and manage priority 1 and 2 manning. N13 is considered a stakeholder in this research

because of the community manager's role in the process. During the period of this research, N130's responsibility to manage the priority manning process shifted to Pers-452.

1. N130/Military Compensation and Policy Coordination Branch

N130 is a branch under N13. N130's responsibilities include sailors pay and allowances, the Enlisted Bonus programs, Medical/HIV programs, Travel and Transportation, Retired/Reserve programs, and the Personnel Exchange program. N130 was responsible for annually reviewing and approving CNO priority manning. During this research, management and approval of CNO priority manning was being transferred from N130 to Pers-452. N130 is included as a stakeholder in this process because they were still charged with reviewing and approving priority manning during this research.

2. N132/Enlisted Community Managers

N132 is a branch under N13. N132 includes enlisted community managers (ECMs), who manage each enlisted community. ECMs monitor and shape each community using a variety of policies. ECM's stake in the priority manning process is that they need to know what billets are affected by priority manning to determine the shape of each enlisted community. Accession planning is necessary to secure the right personnel to fill the CNO priority manning billets. They monitor priority billets that are removed or added over the FYDP and plan for these changes.

I. PERS-4/ENLISTED DISTRIBUTION

Pers–4 falls under CNP and CNPC. Pers–4 is responsible for assigning Navy men and women worldwide. Pers–452/Allocation and Statistics Branch and Pers–40/Enlisted Assignment Division is under Pers-4.

1. Pers-452/Allocation and Statistics Branch

Pers-452 falls under Pers-4 and Pers-45. Pers-45 is the Distribution Management, Allocation, Resources and Procedures Division. Working directly within the distribution process, Pers-452 is responsible for officer and enlisted allocation and statistics and enlisted personnel accounting tracking/corrections. This includes compiling statistics for both the Officer Readiness Briefs (ORBs) and Enlisted Readiness Briefs (ERBs). Pers-452 also supports the Enlisted Assignment Division (Pers–40) by ensuring enlisted

personnel are allocated efficiently. As of October 2002, management of CNO Prioroity 1 and 2 manning migrated to Pers-452. This includes reviewing all priority 1 and 2 manning requests and recording approved requests to ensure billets are allocated and personnel distributed as appropriate to each respective MCA.

2. PERS-40/Enlisted Assignment Division

Detailers (Pers–40) work under CNPC. Pers-40, otherwise known as the Enlisted Distribution Division, are the sailors' advocates in the distribution process. These detailers assign personnel, E-4 and above, to available billets. When detailers assign sailors to requisitions (projected vacancies), they must ensure the sailor meets all the requirements for that requisition. Detailers must also consider a sailor's preferences, family status, and career path when recommending an assignment. A detailer's stake in the CNO priority manning process is that they will utimately decide whether to assign a sailor to a priority requisition. If priority 1 and 2 billets are placed at at the top of the requisition list, based on MCAs priorities, a detailer can still decide not to fill the priority requisitions, based on one or more of the previously stated considerations.

J. EPMAC/ENLISTED PLACEMENT MANAGEMENT CENTER

EPMAC falls under CNP and CNPC. EPMAC's mission is as follows:

> EPMAC is the Manning Control Authorities' agent and units' advocate for the enhancement of enlisted personnel distribution and readiness. The enlisted placement function encompasses the Navy Manning Plan, Enlisted Personnel Requisition System, personnel accounting systems, Navy Enlisted Classification management, assignment of general detail (GENDET) personnel, placement of limited duty personnel, transient personnel management, and enlisted distribution training. EPMAC conducts process and manning analysis and submits proposals to maximize personnel readiness. (EPMAC website, 2003)

In addition to the above-required missions, EPMAC is the key advocate for implementing CNO priority manning into the Navy's distribution information systems. EPMAC enters all priority manning level codes into the Active Readiness Information System (ARIS) using Pers-452 priority listing each Fiscal Year (FY). EPMAC also creates the priority manning algorithms/manning tables from priority manning submissions by the MCAs, which are then incorporated into ARIS and other Navy

distribution systems, to provide the appropriate priority levels for both priority billets and non-priority billets. Chapter IV provides a more detailed look at the information systems associated with distribution.

1. Placement Officers

Placement officers are responsible for filling billet vacancies and act as the commands' advocate in the distribution process. EPMAC's placement officers are the principal agents to commands. There are two types of placement officers, placement coordinators and rating specialists.

Placement coordinators are the single point of contact for commands (UICs). They ensure Navy-wide personnel readiness, including recommending assignments and directing actions to fill critical personnel vacancies. Placement officers are considered the MCA's agent in this process as well. Rating Specialists are the single point of contact for detailers. They oversee many ratings, including communities. For example, the aviation community entails all the enlisted ratings with skills in aviation. Rating specialists manage these specific communities and work with detailers to ensure sailors who are assigned to billets have the training and qualifications required to fill the billets. Because placement officers are the commands' advocate in the distribution process, their stake in the CNO priority manning process is to ensure those commands with priority manning are filled to the required levels, as designated by the priority manning for each command.

K. SAILORS

Sailors are affected the most by the CNO Priority manning process. Sailors require the appropriate training, job skills, and NECs to fill specific requisitions (requirements). If there are not enough sailors with these qualifications to fill the priority requirements, the commands the requisitions represent may not receive the full manning level as required by their designated priority. Sailors also influence detailer decisions not to place them at a priority manning command, based on their preferences, family status, or other legitimate factors.

L. CHAPTER SUMMARY

Identifying stakeholders within the priority manning process highlights the stakes each one has in the process. Stakeholders play an important role in the decisions about

the process; some decisions concerning the priority manning process can affect other stakeholders. Stakeholders are also the key to the success of the priority manning process. Although procedures are detailed in instructions and documents, the process will only work effectively if all the stakeholders in the process follow those established procedures.

IV. ORGANIZATIONAL ANALYSIS OF THE CNO PRIORITY MANNING PROCESS

A. INTRODUCTION

Now that the MPT system has been reviewed, along with the key stakeholders involved in the CNO priority manning process, it is important to understand the complexities and number of steps involved in the actual process. This chapter will layout how the process works from the initial request to when sailors are assigned to priority manning billets. As chapter I indicated, priority 3 manning is designated and approved by each MCA and will not be covered in the discussion of this process. For purposes of this research, the process will be discussed in two phases, administration and implementation. The administration phase includes the following steps: requests, validation, review and recommendations, and review and approval. The administration phase includes all the paperwork required before the process can be implemented. The implementation phase includes how priority manning is entered into the Navy's information distribution systems and the procedure for assigning sailors to priority manning billets. A detailed look at the information systems used to implement priority manning will be presented along with an in depth look at the MPT personnel distribution process. Before breaking it down into administration and implementation, priority manning will be explained.

B. CNO PRIORITY 1 AND 2 MANNING

Before going into a more in depth review of the priority 1 and 2 manning process, it is appropriate to understand how it effects personnel distribution. As mentioned in the introduction, OPNAVINST 1000.16J, Chapter 6, Section 607 contains the principal guidelines for managing CNO priority manning. This instruction indicates the level of need to qualify for priority manning. Units that are essential to national interests are authorized priority manning, particularly in times of personnel shortages. Priority manning may include up to 100 percent of billets authorized for all or a certain number of ratings or NECs of a unit. The CNO is the only agent who may authorize and direct priority 1 and 2 manning. MCAs are tasked to assist the CNO in the continuous management of authorized priority manning. Chief of Naval Personnel (CNP) is charged with the allocation and distribution of personnel to ships and activities with priority

manning. CNP distributes personnel to activities authorized priority 1 manning first, then to activities authorized priority 2 manning. When all priority 1 and 2 manning requirements are met, CNP distributes the remaining personnel assets to the MCAs on a fair share basis. (1998).

1. Priority 1

Priority 1 is for ships and activities whose mission is deemed "vital" to the highest national interests and require some degree of priority manning for an indefinite period of time (OPNAVINST 1000.16.J, 1998). This means that activities will be priority manned continuously and will not require annual requests for yearly renewal. Priority 1 manning should be limited to only the portion of an activity essential to mission success (OPNAVINST 1000.16.J, 1998); if certain rates within activities are not critical to mission success, they should not be designated priority 1 manning.

2. Priority 2

Priority 2 is for activities whose mission success is deemed "essential" to national interest and has a specific need for increased manning for a specified period time (OPNAVINST 1000.16J, 1998). This means that activities with priority 2 manning will have priority for a short period, usually 1 year. Renewal requests must be submitted if the activity continues to have billets essential to national interest. As with priority 1, priority 2 should be limited to those rates within the activity that are essential to mission success.

3. Types of Priority 1 and 2 Manning

There are several different types of priority 1 and 2 manning that can be authorized. Because of the capabilities in the personnel requisitioning and distribution systems, priority manning is limited to whole activities (UIC) or to whole ratings, closed loop NECs, or transitory NECs at a single UIC (OPNAVINST 1000.16J, 1998). The Enlisted Transfer manual indicates the definitions of these NECs as follows:

> The closed loop NEC distributable community consists of personnel who are projected and assigned to consecutive tours within that NEC skill area. A close loop NEC distributable community is normally associated with one rating or group of ratings sharing a common occupational skill, and where the member has earned a highly specialized talent within his or her general rating experience. This person is managed based solely on this NEC skill.

> The transitory NEC distributable community consists of an amalgam of ratings sharing a common supplemental skill which may not be generically associated with the individual's actual rating. This individual is managed by the NEC only during the period in which the member is serving in a billet requiring that skill. Upon completion of a transitory NEC tour, the member is reassigned to a requirement within their primary rating. (NAVPERS 15909G)

There are very few transitory NECs designated CNO priority 1 and 2 manning.

In order for these types of priority manning to be recognized in the Navy requisition and distribution systems, codes are used in these systems. Table 1 lists the different priority manning codes for each type of priority 1 and 2 manning.

Definition	1st Digit		2nd Digit	
	PRI 1	PRI 2	Percentage	Code
Whole Activity	B	K	100%	1
Rating	C	L	95%	2
NEC (Closed Loop)	F	O	90%	3
NEC (Transitory)	G	P	85%	4
			Other	5

Source: From OPNAVINST 1000.16J, 1998

Table 1. CNO Priority 1 and 2 Manning Codes

As indicated by Table 1, the 1st digit represents whether it is a priority 1 or 2 billet and whether it is a priority by the whole activity, by selected ratings, or closed loop/transitory NECs. The second digit indicates to what percentage the priority manning has been approved. For instance, a priority manning code of 'L1' indicates that the activity has a priority 2 manning within only specific ratings and is approved to 100 percent of its billets authorized. In another example, an activity with priority manning code 'F3' indicates that it has priority 1 manning within only specific closed loop NECs and is approved to 90 percent of its billets authorized. Priority manning cannot be authorized for an individual billet, but it can be authorized for more than one rating or closed loop/transitory NEC at single UIC.

4. Priority 1 and 2 Manning, What it Does Not Do

To better understand priority 1 and 2 manning, describing what it does not do can help determine what manning levels activities can expect with priority manning. Priority

manning affects the Navy Manning Plan (NMP) for a specified rating or NEC, but it will not affect BA. As discussed in the MPT system overview, BA is determined and funded by resource sponsors and reviewed in the FYDP each FY for appropriate end strength and requirements. Therefore, when an activity is designated to have priority manning it cannot have its manning allotted above BA. OPNAVINST 1000.16J indicates this would be "special" NMP above manpower authorizations. BA can only be changed by a reprogramming authorization request, which provides exact compensation by rating, paygrade, and end strength (1998). Bob Oren of MCAP indicated that commands who request priority manning must realize that it does not mean they will be allotted personnel above their BA for each rating (2003). The only way priority manning can exceed BA is if Navy-wide excesses exist in an applicable distribution community, such as by rating or NEC. This means NMP would be set over BA for activities containing that specific rate or NEC because it has more personnel than BA. Therefore, only NMP will be affected by priority manning. So when an activity possesses priority manning billets, its NMP is readjusted to equal the percentage of BA that has been authorized, usually increasing it's NMP. This requires lowering the remaining activities' NMP based on the fair share method. A more detailed look at NMP will be provided later in this chapter.

C. THE ADMINISTRATION PHASE OF THE CNO PRIORITY 1 AND 2 MANNING PROCESS

The administration phase of the priority 1 and 2 manning process requires several steps. This ensures that priority manning is justified and minimized, because a decision to priority man activities is also a decision to underman activities that do not have priority manning. Stakeholders involved in this process must critically review an activity's request to ensure the requested priority manning is warranted and critical to accomplishing the activity's mission. Figure 4 illustrates the administration phase of the priority 1 and 2 manning process.

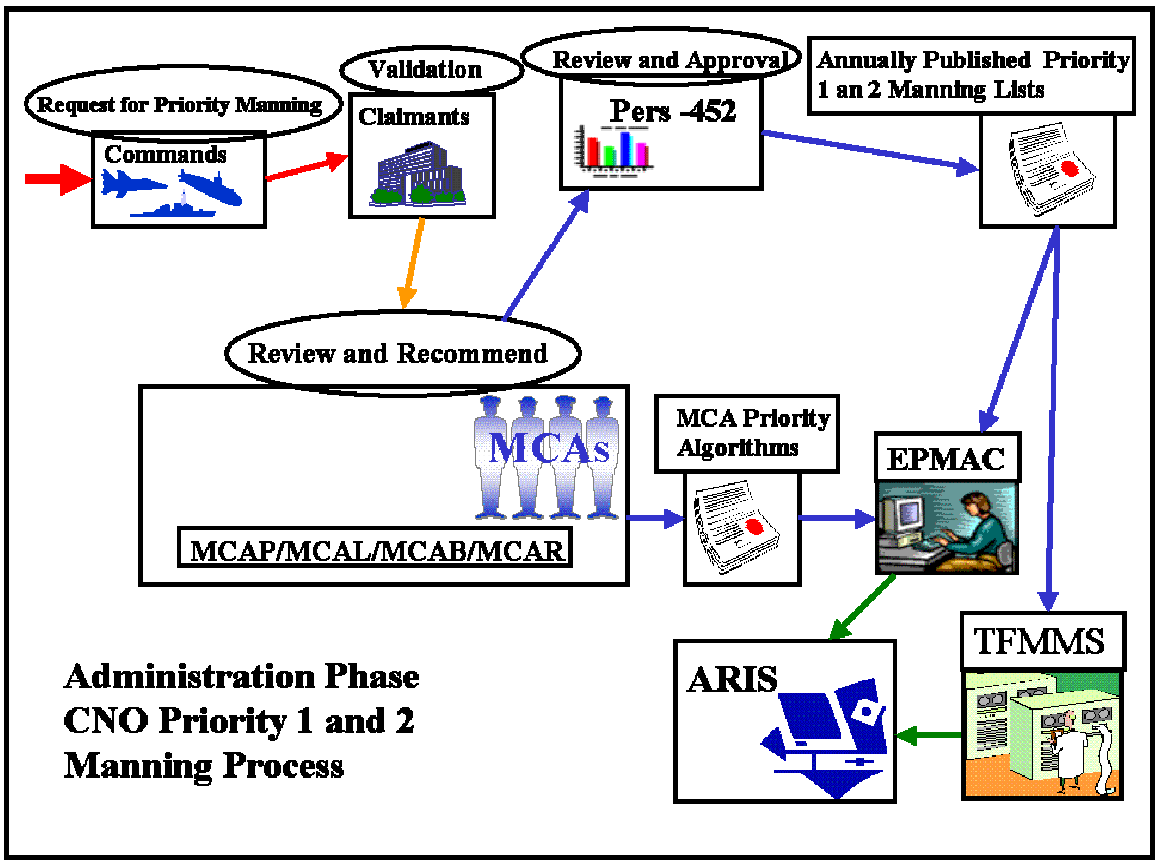


Figure 4. The Administration Phase of the CNO Priority 1 and 2 Manning Process

The large arrow in the upper left corner of Figure 4 commences the process where commands provide initial requests or continuation of priority manning. Claimants then review and validate the requests. Next the requests are reviewed by the commands' respective MCA. MCAs will then recommend what priority manning level the requests should be, or if they should be denied priority manning, along with reclama remarks. The requests are forwarded to Pers-452, who reviews and either approves or disapproves the requests. Pers-452 then compiles all the approved requests and publishes them in priority 1 and 2 manning lists for each MCA prior to the new fiscal year. Per-452 uses these lists to enter the information into TFMMS. Pers-452 also forwards their authorized priority manning lists to EPMAC, who enters the information into ARIS. Additionally, MCAs provide their published priority algorithms to EPMAC to be entered into ARIS. Next the steps in the administration phase will be examined.

1. Requests

The priority manning process begins with commands (UICs) requesting priority manning. Individual commands who feel all or part of their command has justification for priority manning, based on the vital or essential nature of their mission, submit a request to their claimants. Commands must limit their requests to those types of priority manning indicated in Table 1. Requests can be initial and continuation. Initial requests are for those commands that currently do not have the specified type of priority manning they desire. Continuation requests are for commands that already have priority 2 manning and wish to continue it. Continuation requests must be submitted early enough to allow claimants and MCAs to review them and submit them to Pers-452 one month before the expiration of the priority 2 manning. Requests for continuing priority manning are reviewed by Pers-452 in September, so commands must submit their continuation requests by the spring or summer. A letter or other viable communication for both the initial and continuation requests must be submitted by each command. Commands must have the following information contained within their request:

> Activity name, 10 digit code or UIC, priority manning level requested (1 or 2), category requiring priority manning (by activity, rating, or NEC), priority manning code requested (as indicated in Table 1), beginning and termination date for requested priority manning (in months and calendar years), and complete justification for the priority manning requested (per CNO priority manning policies). (OPNAVINST 1000.16J, 1998)

The requests are then forwarded to the command's claimant. If a command with priority 2 manning does not submit a continuation request by the end of the FY, its priority manning will be terminated.

2. Validation

Once requests are completed by the individual commands and forwarded to their respective claimants, claimants then validate and endorse those requests. The validation includes reviewing the format to ensure all required information has been correctly indicated in the request. Claimants ensure that the type of priority manning requested by each command is validated within the limits of the process. The claimant returns errors found in the requests during the validation process to the originating command.

Claimants are not to endorse requests whose justifications are not suitable or warrant priority manning. Once Claimants complete the validation for justified requests, they are forwarded to the appropriate MCA. Claimants can also submit requests of their own in the same format as commands' requests for priority manning, and forward them to the appropriate MCA.

3. Review and Recommendations

MCAs are responsible for reviewing and evaluating all initial and continuation requests for priority 1 and 2 manning. MCAs provide letters in January of each FY warning priority 2 manned activities to submit continuation requests by summer. Claimants will submit endorsed requests by the spring or summer of each FY. By the end of the summer, MCAs collect all priority manning requests and review each request for compliance. OPNAVINST 1000.16J requires a summary report of every initial and continuation request and the MCAs recommend their approval or disapproval and provide rationalization for their recommendations. In addition, each MCA's report requires an impact statement of the effect the requested priority manning will have on the Navy billets not receiving priority manning, including all ratings and NECs involved in the request. MCAs will also consider recommending a lower level of priority on all requests they recommend for disapproval, and indicate this in their report. These reports are forwarded to Pers-452, with copies forwarded to the remaining three MCAs (1998). Requests for continuation of priority 2 manning must be submitted by the MCAs to Pers-452 by September 1, as most priority 2 manning is valid for one year and expires at the end of each FY (September 31). Most initial requests are also reviewed in September of each FY. The process only allows for one review annually, but some initial requests can still be submitted throughout the year and reviewed for approval.

4. Review and Approval

Until recently, N130 received initial and continuation priority 1 and 2 manning requests from each MCA in September, along with their recommendations. N130 then approved or disapproved the requests and consolidated them into an authorized priority manning lists prior to the beginning of each FY (October 1). As of October 2002, the review and approval request process shifted to Pers–452, Allocation and Statistics Branch. The process was changed at a Manning Control Authority Distribution Advisory

Committee (MDAC) meeting in October 2002, to address concerns about handling priority 1 and 2 manning requests. The new approval process requires that all initial priority 1 and 2 manning requests, from each MCA, go through Pers–452. Copies of initial requests will still be sent to the remaining three MCAs. Pers–452 will then submit a letter or e-mail to each MCA requesting concurrence/non-concurrence for each initial request. This will allow the other MCAs to vote on all initial priority manning requests to further increase the justification required for each request. Even though MCAR does not have priority manning, it still gets a vote because approved priority 1 and 2 manning still effects MCAR's manning levels. This voting process will help to minimize priority manning. Pers–452 will publish approved initial and continuation priority 1 and 2 manning requests into spreadsheets. The authorized priority 1 and 2 manning spreadsheets for FY 2001 are contained in Appendix A (these were produced by N130). Spreadsheets from Pers-452 will be issued to each MCA, EPMAC's MCA Management Department, and other interested commands each time they are published. EPMAC's MCA Management Department will use the spreadsheets to enter the priority manning codes into ARIS. In addition to the beginning of the FY, these spreadsheets can be updated when significant changes occur to activities receiving priority 1 and 2 manning (OPNAVINST 1000.16J, 1998).

Pers-452 also has the responsibility for entering the priority manning codes from their respective spreadsheets into TFMMS. This is accomplished by taking each authorized priority 1 and 2 manning activity (UIC) Priority Manning Indicator (PMI) code from the spreadsheets and entering it into an approved access location of TFMMS. These are the same two digit codes as shown in Table 1.

In addition to the previously mentioned procedures for priority manning, MCAs have the responsibility to provide priority algorithms to EPMAC so they can be entered into ARIS. Priority algorithms are not the same as priority manning, but they are important to establish priority manning during the ordering of requisitions prior to the placement sub-process of personnel distribution. All requisitions are arranged in a priority sequence order, taking into account the MCA's desired sequence of personnel assignments. These priority algorithms, produced by the MCAs, are provided to EPMAC's Manning Control Authority Readiness/Functional Management Department

(Code 46), who incorporates them into manning tables. John Guillot, of the MCA readiness department, indicated that the manning tables for MCAP, MCAL, and MCAB are the same as of August 2002. Prior to August 2002, the MCA priority algorithms were different, causing variation in how requisitions were filled at each MCA. Having all three MCAs' manning tables the same is beneficial to everyone and improves personnel placement, including priority manning (2003). MCAR's priority algorithm is still different than the other three MCAs, but it mainly has to do with having no CNO priority 1 and 2 manning.

The basic manning table is illustrated in Table 2. This is a simplified version that generally describes the order requisitions are listed in the Enlisted Personnel Requisition System (EPRES). The manning tables are mainly based on take-up month. Take-up month means the number of months a current sailor has until they reach their projected rotation date (PRD). In other words, PRD is the time when the sailor who is currently filling a billet is estimated to transfer from their assigned billet. The three categories of take-up month used in the priority algorithms are P7 – P9, P5 – P6, and current – P4. P7 – P9 means a sailor filling a current billet is between the 7^{th} and 9^{th} month before reaching PRD; P5 – P6 means a sailor is between the 5^{th} and 6^{th} month before reaching PRD; current – P4 is when a sailor filling a billet is between their PRD and the 4^{th} month prior to their PRD. Current also includes billets where sailors have already reached their PRD and are no longer filling the billet. This is otherwise known as a gapped billet.

Type Of Priority	Take-Up Month	Sequence Order
CNO Priority 1	P7-P9	1
	P5-P6	2
	CURRENT-P4	3
CNO Priority 2	P7-P9	4
	P5-P6	5
	CURRENT-P4	6
CNO Priority 3	P7-P9	7
	P5-P6	8
	CURRENT-P4	9
Regular (Fair Share)	P7-P9	10
	P5-P6	11
	CURRENT-P4	12

Source: From John Guillot, 2003

Table 2. MCAP, MCAL, and MCAB 's Priority Algorithms (Manning Tables) as of August 2002

Table 2 shows how CNO priority billets take jurisdiction over non-priority billets (regular). The sequence order of requisitions with priority 1 will be listed first, priority 2 second, MCA priority 3 third, and then regular fair share billets will be listed last. Take-up month also drives the sequence order with P7 – P9 taking the top of each type of priority, then P5 – P6, and lastly current – P4. For example, consider a CNO priority 2 billet where the sailor is at the 6^{th} month before PRD. That billet would be in the 5^{th} sequence of order, meaning it would be listed as a requisition under all CNO priority 1 billets and all CNO priority 2 billets with take-up month P7 – P9. But this billet would be listed as a requisition above all regular billets, MCA priority 3 billets, and CNO priority 2 billets with take-up month current – P4.

Although it seems like one would want to fill billets that are close to becoming gapped (Current – P4), take-up month P7 – P9 is at the top to prevent billets from becoming gapped in the first place. There is always a time requirement to transfer a sailor who will fill a requisitioned billet, to allow for schools that may be required for the billet and the sailors leave and travel time (Guillot, 2003). A billet filled at the P7 – P9 will be removed from the requisition listing and will never reach take-up months current – P6 or be gapped. How priority algorithms are implemented and ordered in EPRES will be discussed in more detail in the next section.

D. THE IMPLEMENTATION PHASE OF THE CNO PRIORITY 1 AND 2 MANNING PROCESS

The implementation phase is the most complex part of the priority manning process. It requires the consolidated effort of EPMAC, placement officers, and detailers as well as an array of information systems. Figure 5 illustrates key steps involved in the implementation phase. The administration phase of the process develops both the annually published initial/continuation Priority 1 and 2 manning lists from Pers-452 and the priority algorithms from the MCAs, which are delivered to EPMAC. EPMAC's MCA Readiness Department then enters both of the lists and algorithms into ARIS. The Enlisted Distribution Projection System (EDPROJ) within ARIS is then combined with the priority manning codes to develop the Naval Manning Plan (NMP). EPRES within ARIS uses NMP and is combined with the MCA's priority algorithms to produce a prioritized list of requisitions (indicated by Table 2). These requisitions are then incorporated into the Enlisted Assignment Information System (EAIS), where detailers use the Orders Posting Module (OPM) to assign sailors to the requisitions. The process is completed when the sailors actually fill the priority 1 and 2 manning billets.

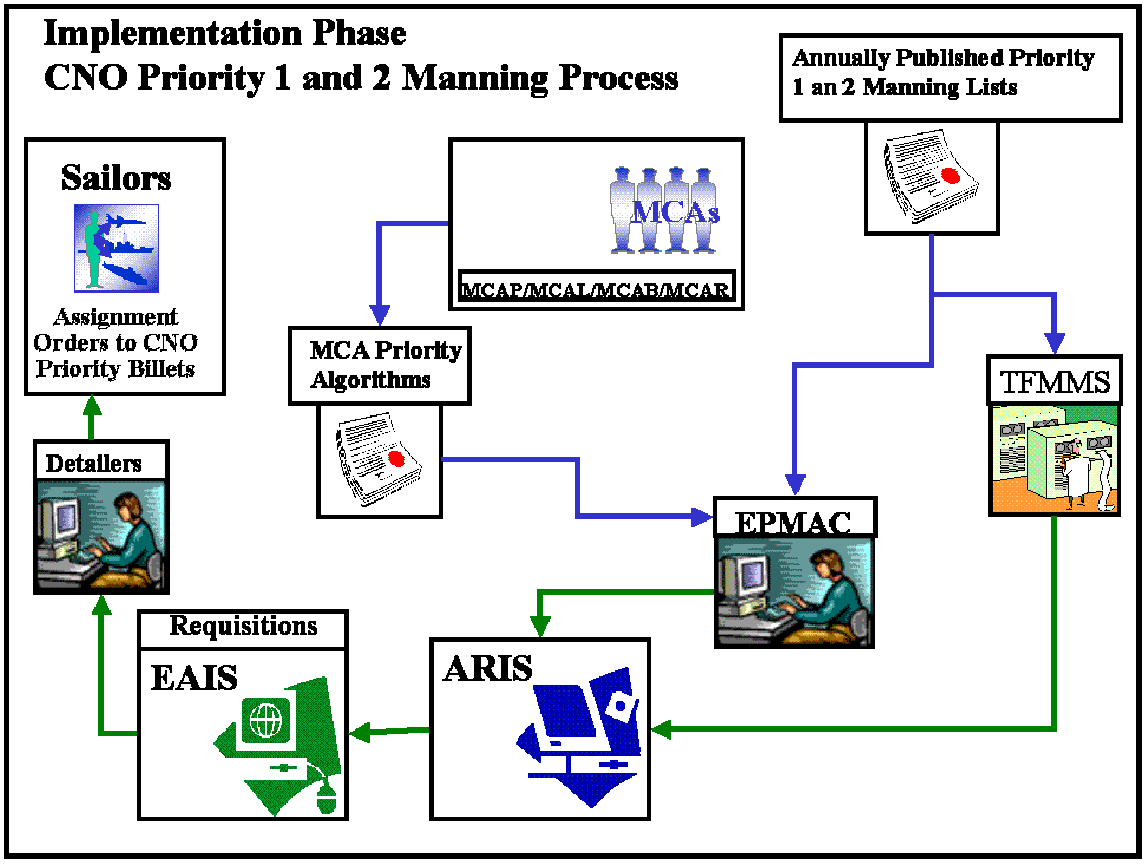
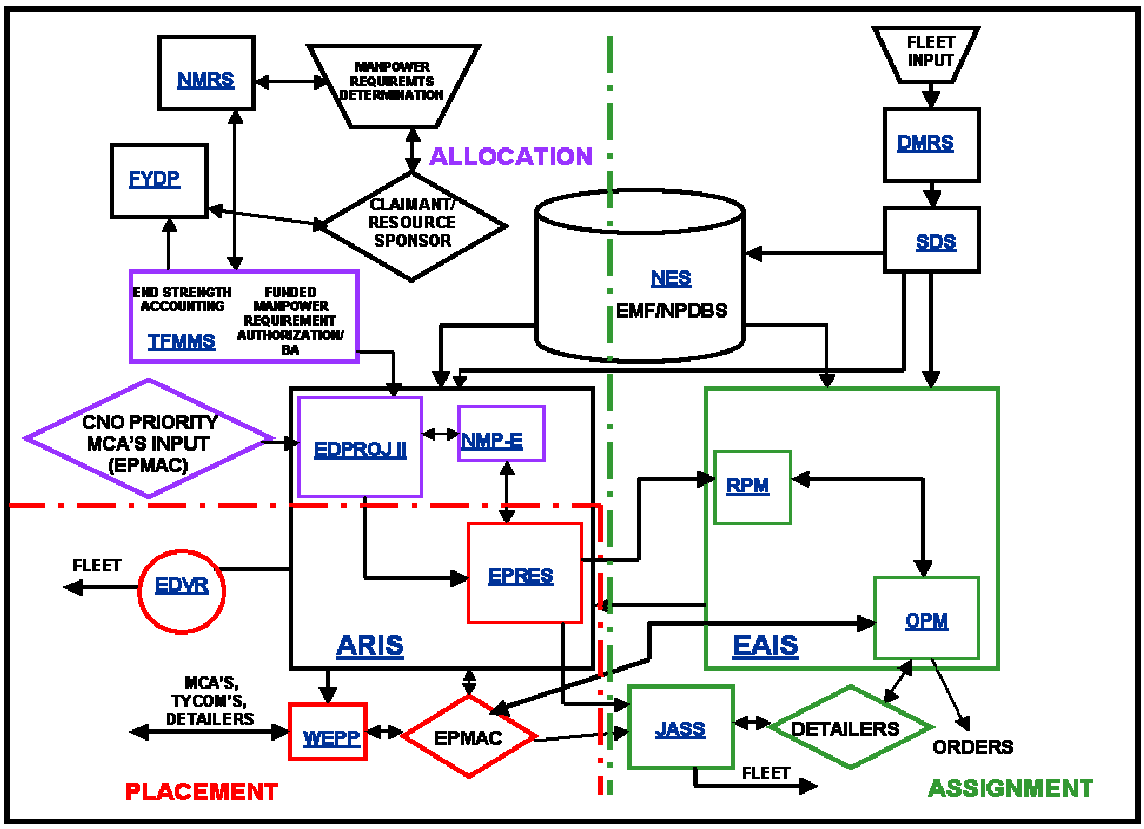


Figure 5. The Implementation Phase of the CNO Priority 1 and 2 Manning Process

To understand how CNO priority 1 and 2 manning is implemented requires explaining how CNO priority manning codes are entered and processed in the Navy's distribution information systems. CNO priority manning codes are entered prior to the allocation sub-process of the MPT system personnel distribution process. Figure 6 indicates the complexity of the information systems involved, not only in implementing the CNO priority manning process but within the distribution process as well. All three personnel distribution sub-processes are indicated along with the information systems within the three sub-processes. The squares represent the information systems and the diamonds represent key stakeholders with access to the information systems. The cylinder represents the Navy's Enlisted Master File (EMF) otherwise know as the Navy Enlisted System (NES). The circle represents the Enlisted Distribution Verification Report (EDVR). Now each sub-process of personnel distribution, along with the information systems involved, will be discussed to better understand how CNO priority manning is implemented.



Source: From PowerPoint Brief, Senior Chief Edwards, 2002

Figure 6. Personnel Distribution Information Systems

1. Allocation

The allocation sub-process has the goal of identifying projected distributable inventory and allocating it to the four MCAs. The objective is to ensure a prioritized balance of distributable inventory to the fleet. As indicated in the approval phase, Pers–452 enters priority 1 and 2 manning into TFMMS. TFMMS is a legacy mainframe application, which contains information on requirements and BA. Navy manpower claimants enter authorized requirements information into TFMMS. TFMMS is also used in the programming phase to produce the Future Years Defense Plan (FYDP). TFMMS also inputs billet information into the Enlisted Distribution Projection System (EDPROJ), a mainframe application within ARIS. EDPROJ is the key system used to initiate the allocation phase of distribution. EDPROJ is then used to develop the Navy Manning Plan (NMP). Although TFMMS supplies billets authorized information to EDPROJ, the priority manning indicator (PMI) codes entered into TFMMS do not indicate the type of priority manning for each billet authorized (Tilt, 2002). Tom Tilt, a contractor who

entered priority 1 and 2 manning codes for N130 in the late 90s, indicated TFMMS only designates priority manning by activity (UIC). It only indicates the type or types of priority manning within the activity, but it does not indicate by individual billet the rates, closed loop NECs, or transitory NECs that are priority manned (2002). This is why the priority manning codes must be entered separately by EPMAC to ensure each individual billet with approved CNO priority manning is coded by the type of priority.

a. ACR/RCR Codes

As mentioned at the beginning of this chapter, EPMAC enters CNO priority manning codes into the ARIS using the approved spreadsheets from Pers-452. The branch within EPMAC specifically responsible for doing this is known as the Manning Control Authority Readiness/Functional Management Department (Code 46). ARIS, a legacy mainframe application, is an automated information system that allows stakeholders within the distribution process to obtain important management information concerning personnel manning and readiness (Readiness Information System Manual, 2003). ARIS is a system of systems; it contains EDPROJ, NMP, and EPRES. Figure 6 indicates where the Priority manning codes are entered within ARIS. These codes show up in EDPROJ to begin the personnel allocation process. The PMI codes, entered into ARIS, are translated into Activity Control Rule (ACR) or Rate Control Rule (RCR) codes. ACR/RCR codes are 3 digit codes that indicate how NMP is to be calculated, the type of priority manning they have, and the reason for the code. ACR and RCR codes are listed in Table 3. ACR are codes applied to the overall manning plans of an entire activity, while RCR codes are applied to manning plans for specific ratings/NECs within an activity.

For an activity that has CNO priority 1 manning, all of its personnel are to be at 100 percent of BA (PMI code B1). This activity would then have all its billets listed in ARIS as an ACR code with the first two digits being 21; 2 meaning it will have 100 percent manning and 1 for CNO priority 1 (See Table 3). Another example is an activity having CNO priority 2 for only a couple of specific ratings at 90 percent of BA (PMI code L3). Those ratings with priority would be given an RCR code with the first two digits 12; 1 for directed manning at 90 percent of BA and 2 for CNO Priority 2. The

remaining billets within that activity would then receive an RCR code with first two digits 90; 9 for fair share manning and 0 indicating no priority manning.

	Code	Definition
1st Digit (Manning Level: How NMP Will Be Calculated)	1	Directed Manning; MCA determines and directs EPMAC to manually input a specific paygrade manning plan for a rating/NEC
	2	100% Manning; NMP is equal to allowance (BA), paygrade by paygrade.
	9	Normal Manning; NMP is calculated using Fair Share.
2nd Digit (Manning Priority; Priority of personnel Allocation/Assignment, Sets the Requisition Filling Sequence)	0	(Fair Share) Allocation based on fair share methodology after all CNO priority 1 and 2 and MCA 3 allocations have been made.
	1	(CNO Priority 1) Allocation is off the top of total Navy assets in the projection system of each composite (CMP 1,3,4)
	2	(CNO Priority 2) Allocation is off the top of total Navy assets in the projection system after CNO priority 1 allocations have been made.
	3	(MCA Priority 3) Allocation is off the top of each MCA's share of assets in the projection system after CNO priority 1 and 2 allocations have been made.
3rd Digit (Gives the Reason Why the ACR/RCR code was Assigned)	0-9, A-Z	Large number of different numbers and different letter codes to describe reason for the code. See Appendix B for list of all the definitions of the ACR/RCR Codes.

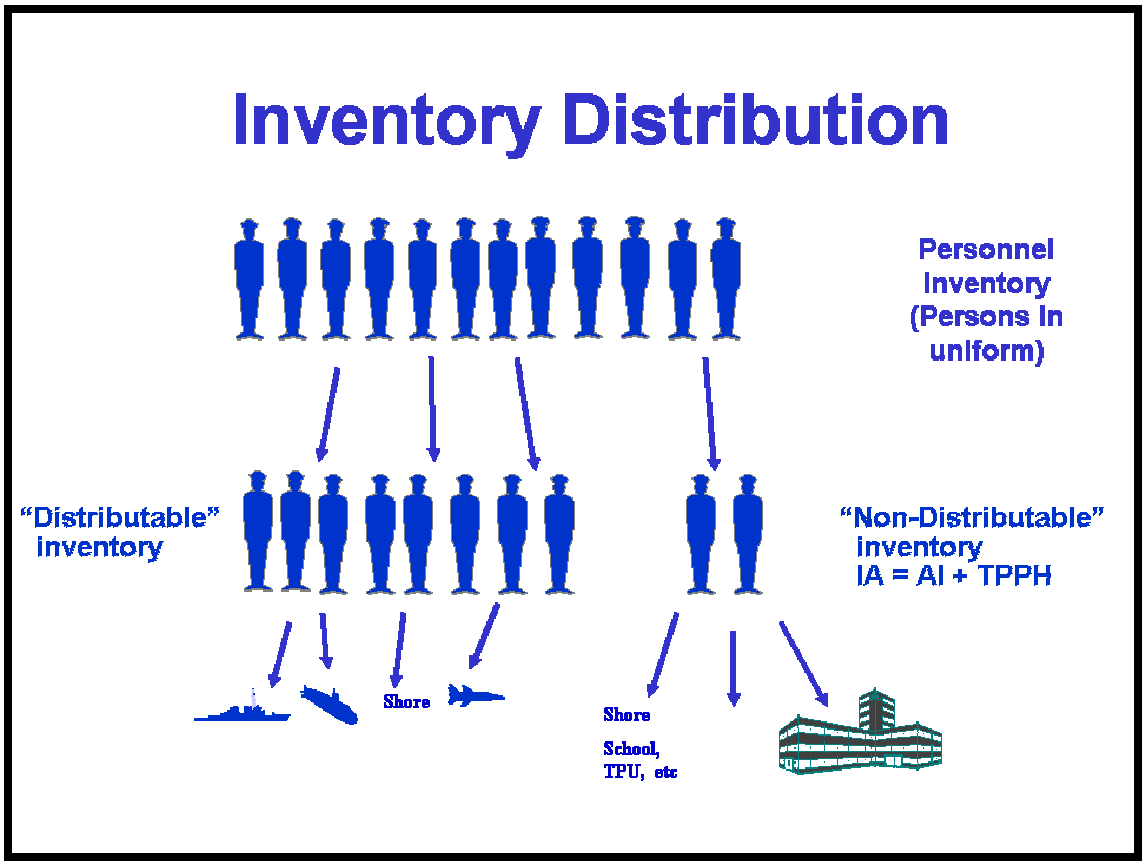
Source: After Chief Willie Blair, 2003

Table 3. ACR/RCR Codes

b. Distributable Inventory

Once all ACR/RCR codes are correctly entered into ARIS, the allocation sub-process begins. ACR/RCR codes are usually updated monthly reflecting changes to BA or changes in priority billets that occur during the year. Allocation starts by determining the supply of enlisted personnel to be distributed. There are two types of enlisted personnel inventory: distributable and non-distributable. Distributable inventory includes all enlisted personnel who are assignable within the next 9 months. Non - distributable inventory includes all enlisted students (awaiting instruction) and those personnel who are in transient, patient, prisoner, or holdee (TPPH) status. Non -

distributable inventory includes all personnel whose end of active obligated service (EAOS) is less than 9 months out. The entire non-distributable inventory is known as the individuals account (IA). The difference between the two inventories is shown in Figure 7.



Source: From Power Point Brief CDR Hatch, 2002

Figure 7. Navy Enlisted Inventory

c. EDPROJ

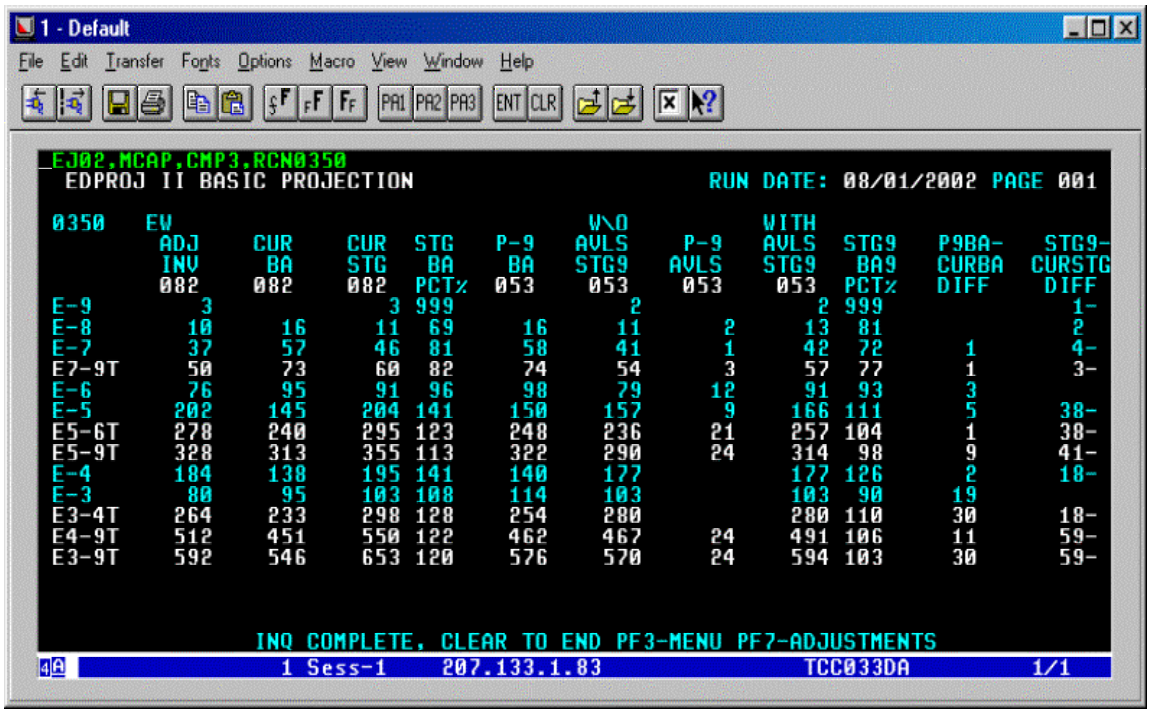
The distributable inventory of sailors must be estimated (supply) along with the projected number of billets that can be filled (demand) during the allocation sub-process. EDPROJ determines this. EDPROJ is managed by Pers–452 and used by EPMAC to develop NMP. EDPROJ uses billet information from TFMMS and personnel information from the Enlisted Master File (EMF) to project personnel leaving an activity within 9 months. The Navy Enlisted System (NES) is a legacy mainframe application that contains the EMF. EMF provides a master record of all navy personnel.

To ensure the EMF is up to date, NES takes data from the Source Data System (SDS), which in turn translates information from each activity's Diary Message Reporting System (DMRS). DMRS are messages sent by each activity whenever sailors have a change in their information, including pay, paygrade, PRD, EAOS, etc (see Figure 6). EDPROJ uses this updated information in the EMF to project the number of personnel due to rotate or transfer within the next 9 months. EDPROJ performs these projections monthly to account for the frequent changes involving sailors reenlisting, unplanned losses, or other changes. EDPROJ projects the number of billets that will become vacant and available for fill 9 months out by using TFMMS and EMF. By projecting distributable inventory and the available billets, EDPROJ allocates the available distributable strength to each MCA to level manning percentages by rate and NEC 9 months into the future. EDPROJ does this process separately by ratings and NECs, and for both sea and shore activities. Each MCA is broken into Composites CMP 1, CMP 3 and CMP 4. CMP 1 involves shore activities (includes surface and air shore activities), CMP 3 involves sea activities (for both surface and air activities), and CMP 4 involves at sea submarine activities. All four MCA's have both CMP 1 and CMP 3, but only MCAP and MCAL have CMP 4. This represents a total of 10 CMP categories, and allocations are done for each composite by rate and NEC.

EDPROJ accounts for priority manning activities and allocates projected distributable inventory by rate, NEC, and composite to the priority manning activities according to the percentage of BA indicated for the specific rate or NEC. The ACR/RCR codes for each billet within ARIS directs EDPROJ to allocate projected personnel based on the priority given to each billet. The remaining percentage of projected distributable inventory is then allocated by a fair share methodology for each rate, NEC and composite at each MCA. An example of EDPROJ and its projections is shown in Figure 8 for the EW rating at MCAP CMP 3. EDPROJ's goal is to achieve and maintain an equal level of strength among composites. EDPROJ ensures that each MCA has its fair share of each community's distributable personnel. The MCAs, through EPMAC, use the predicted level of the distribution community's assets (from EDPROJ) to produce their Navy Manning

Plan.

EDPROJ II Basic Projection module (EWs MCAP CMP 3)



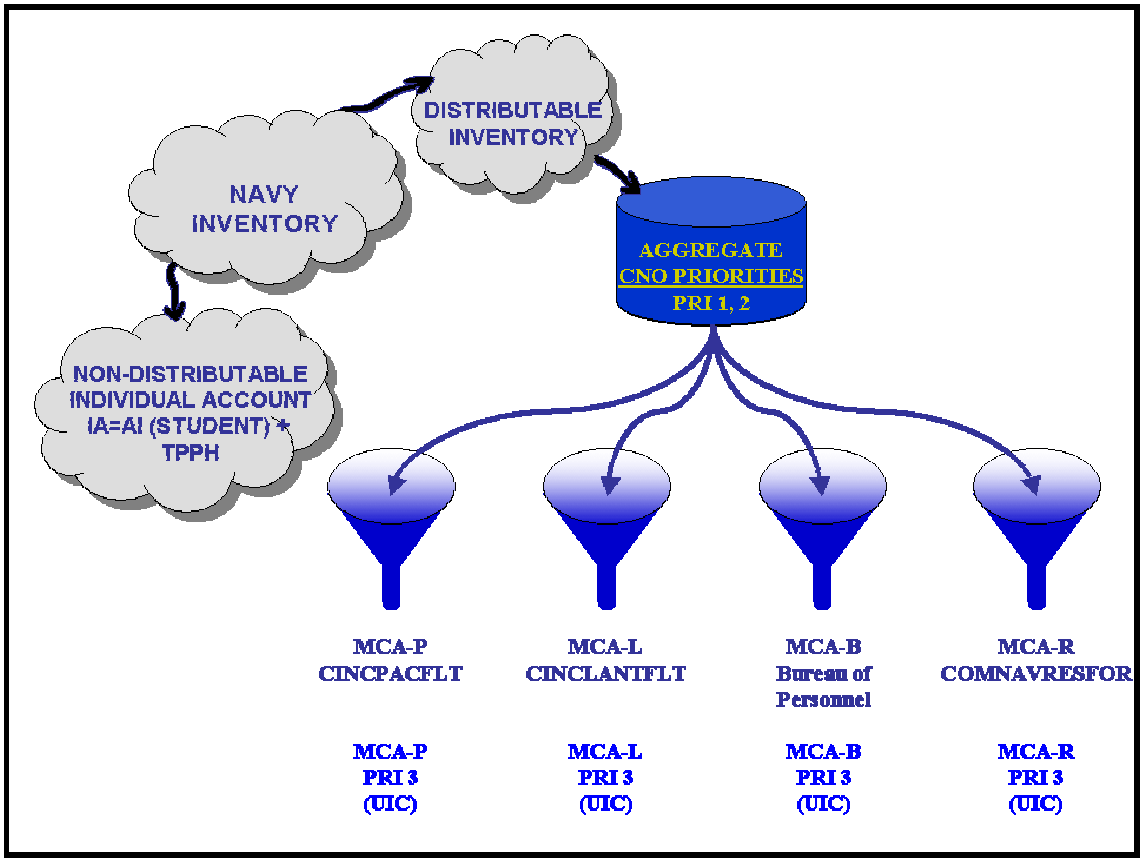
Source: After Senior Chief Edwards, 2002

Figure 8. EDPROJ Basic Projection Module

d. Navy Manning Plan - Enlisted (NMP-E)

The Navy Manning Plan – Enlisted, is another mainframe application within ARIS; EPMAC's MCA Readiness Department is the system's functional manager. NMP-E determines the most equitable level of manning an activity can expect on the basis of predicted manpower assets. NMP-E uses projection information from EDPROJ, personnel information from the EMF, and billet information from TFMMS to create manning goals for each activity by distribution community (rate and NEC). NMP-E spreads the distributable strength information from EDPROJ across the various activities after making CNO priority allocations. Those activities with priority manning have their NMP adjusted to the percentage of BA designated by ACR/RCR codes for each billet. Once all CNO priority allocations are met, the remaining distributable strength is fair shared across each rate, NEC, paygrade, and composite within each MCA. NMP is adjusted by each MCA based on their MCA priority 3 manning and other directed adjustments. Figure 9 illustrates how distributable inventory is allocated to develop NMP.

It shows how CNO priority 1 and 2 is allocated before MCA priority 3 and fair share manning. After NMP is completed twice monthly, it used by the Enlisted Personnel Requisition System (EPRES) to produce requisitions.



Source: From PowerPoint Brief CDR Hatch, 2002

Figure 9. NMP Allocation of Distributable Inventory

2. Placement

Placement is the second sub-process of personnel distribution. Placement coordinators at EPMAC act as the commands' advocate in the assignment process and work to make sure qualified personnel fill billets based on NMP. Placement occurs in conjunction with the assignment sub-process. EPMAC is the key agent in the placement function. Systems involved in placement include EPRES, Web-Enabled Portal Placement (WEPP), and Web-Enabled Portal Warehouse (WEPW). The key placement document is the Enlisted Distribution Verification Report (EDVR), which is provided monthly to each command. Figure 6 shows the systems, documents, and stakeholders involved in the placement function. EPRES is the system that develops the list of prioritized requisitions.

The systems involved in placement will be described, including how EPRES prioritizes requisitions.

a. EPRES

EPRES is the key system within placement that implements the CNO priority 1 and 2 manning process. EPRES is a mainframe application within ARIS with EPMAC as the systems functional manager. EPRES is updated twice monthly (known as a requisition cycle) and uses the manning levels developed by NMP with priority algorithms from each MCA to produce a prioritized list of requisitions by composite, rating and paygrade. EPRES develops requisitions when personnel to be projected onboard (POB) at an activity 9 months out are less than the NMP projected onboard 9 months out. The difference is the number of requisitions produced by EPRES. EPRES also uses the MCAs priority algorithms to produce a prioritized listing of requisitions. As indicated in the administration phase of CNO priority 1 and 2 manning process, Table 2 contains the current priority algorithms for MCAP, MCAL, and MCAB. CNO priority 1 and 2 billets have priority over MCA 3 priority billets and non-priority billets. EPRES uses the manning tables to list the requisitions in the order that has been designated by each MCA. For example, EPRES produces available AW1 requisitions for CMP 1 at MCAP. AW1 is a First Class Aviation Warfare Systems Operator. The requisitions posted are AW1 billets with the following priorities and take up month:

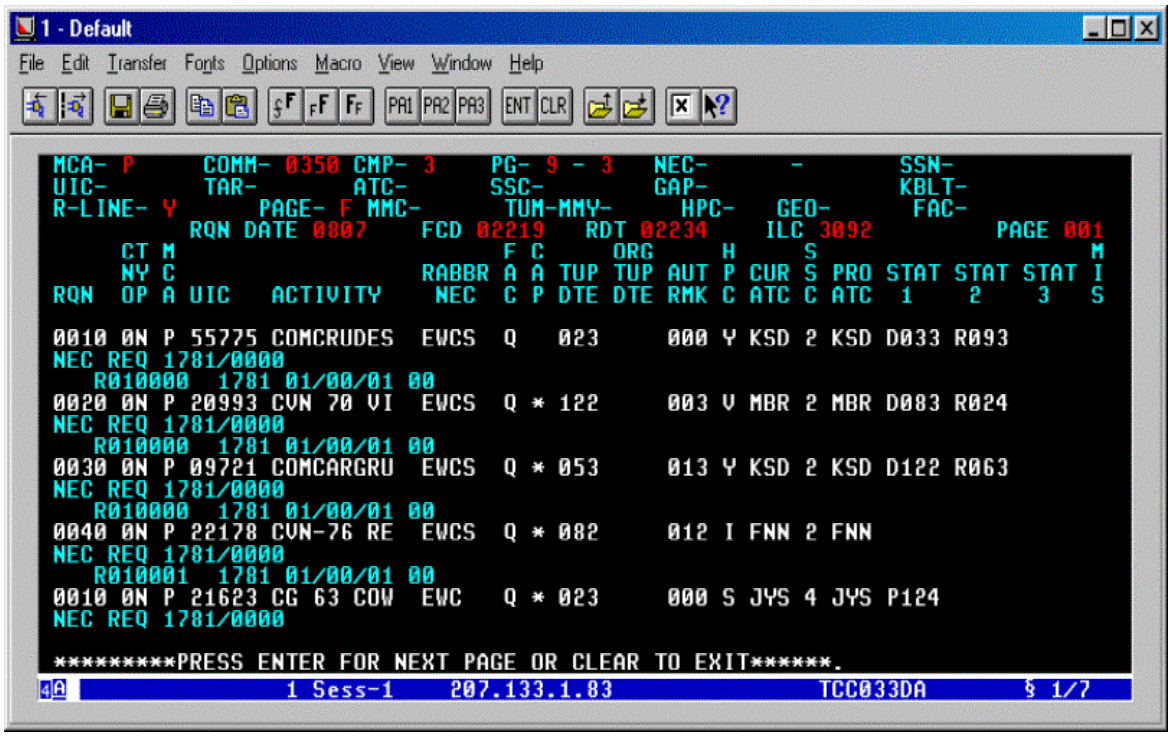
- **CNO priority 1 take-up month current – P4**
- **CNO priority 2 take-up month P5 – P6**
- **MCA priority 3 take-up month P7 – P9**
- **CNO priority 1 take-up month P7– P9**
- **Regular non-priority take-up month current – P4**
- **Regular non-priority take-up month P5 – P6**

The priority algorithms implemented within EPRES, along with the designated ACR/RCR codes for each individual billet, allow EPRES to prioritize the above billets. The billets above will be prioritized as follows: (Use Table 2 to see the sequence order)

- **CNO priority 1 take-up month P7– P9**
- **CNO priority 1 take-up month current – P4**
- **CNO priority 2 take-up month P5 – P6**
- **MCA priority 3 take-up month P7 – P9**
- **Regular non-priority take-up month P5 – P6**
- **Regular non-priority take-up month current – P4**

A screen shot of the EPRES requisition File is shown in Figure 10 for CMP 3 Senior Chief Electronic Warfare (EWCS) rating at MCAP. Requisitions are listed by priority with RQN 0010 representing the highest priority and it is listed at the top of the file representing the activity with UIC 55775. Once requisitions are prioritized by composite, MCA, rating, and paygrade, the requisitions are then transferred to EAIS and used by the assignment control authority (detailers) to assign personnel to the requisitions (Assignment sub-process).

Requisition File (ARIS, EW MCAP CMP 3)



Source: After Senior Chief Edwards, 2002

Figure 10. EPRES Requisition File

b. WEPP

The Web-Enabled Portal Placement is an Oracle web portal developed by EPMAC's Knowledge Management Department. It allows EPMAC detailers, MCAs, and Type Commanders (TYCOMs) to review, query, insert, and update manning action proposals stored in the Oracle relational database. The data included contains placement actions chopped through EPMAC since October 1999. These manning action proposals include only placement actions dealing with diverts, cross decks (two sailors swap duty), and other placement actions that only occur within each MCA's realm of responsibility.

c. WEPW

The Web-Enabled Portal Warehouse is another Oracle web portal, developed by EPMAC containing historical activity manpower data for all distributable UICs back to October 1999. The system holds over 6 million records in a dimensional data warehouse. The warehouse captures BA, NMP, current onboard, and M+1 information by rate and rating for every activity in the Navy. This system also supplies projected information on each activity in the Navy 5 months and 9 months out, and this data is updated every two weeks. The system can be used as a decision support tool for MCAs, EPMAC, and TYCOMs and queried to provide accurate data on manning placement decision impacts over time. This research used this system to obtain queries on the AE and AW ratings from June of 2001 to June of 2002 for both priority 1 and 2 activities and non-priority activities. This data will be analyzed to measure the effectiveness of CNO priority 1 and 2 manning in Chapter V.

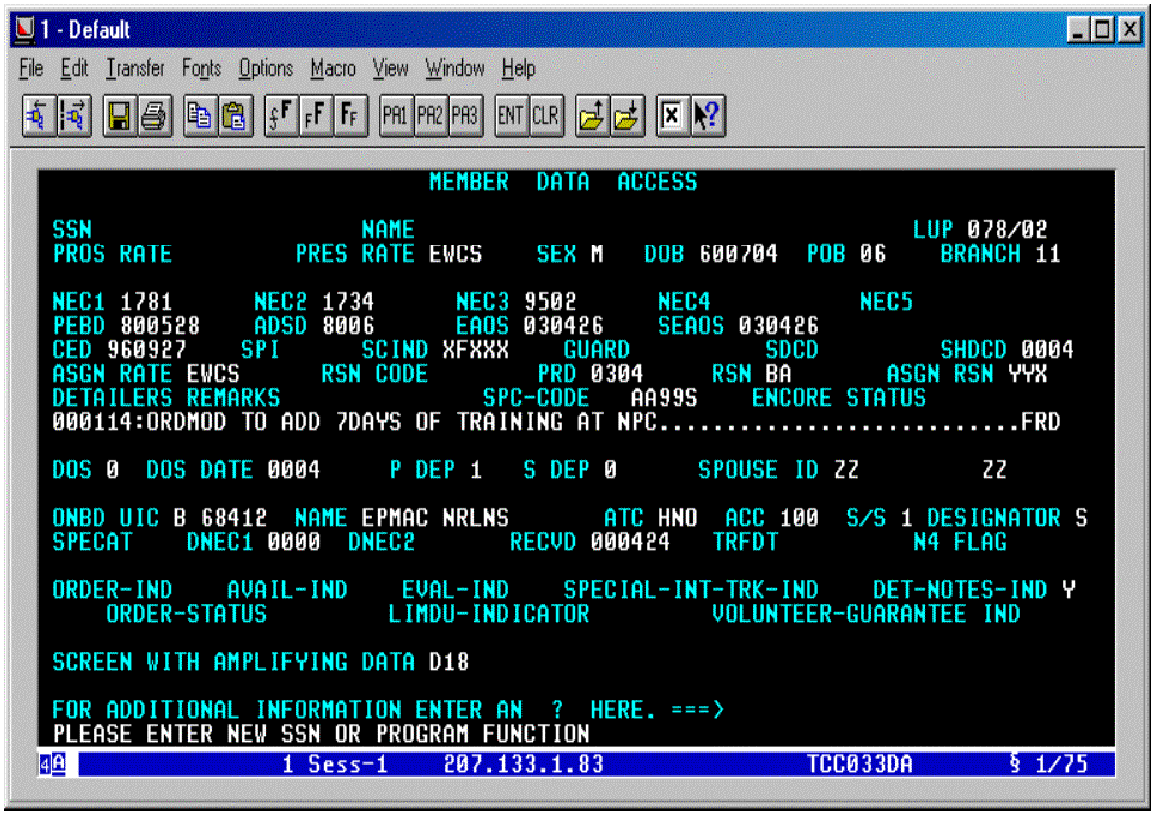
3. Assignment

The assignment sub-process concludes the CNO priority 1 and 2 process, where detailers (assignment officers) fill priority and non-priority billets with sailors. Detailers represent specific Navy rates and NECs. Assignment is critical to the priority 1 and 2 process, as detailers decide whether or not to place sailors into priority billets. Two key systems involved in the assignment sub-process used by detailers are the Enlisted Assignment Information System (EAIS) and the Jobs Advertising Selection System (JASS) (Figure 6). The two systems involved in the assignment sub-process will be discussed, along with how detailers assign sailors to priority billets.

a. EAIS

The Enlisted Assignment Information System is a legacy mainframe system; the Navy Personnel Command is the functional manager. EAIS is updated twice a month and each two week period is considered a requisition cycle. EAIS gathers information on all Navy enlisted personnel from the EMF. EAIS allows detailers to use personnel information to aid them in the assignment process. Figure 11 provides a screen shot of a sailor's data as seen by a detailer.

MEMBER DATA WITHIN EAIS



Source: From Senior Chief Edwards, 2002

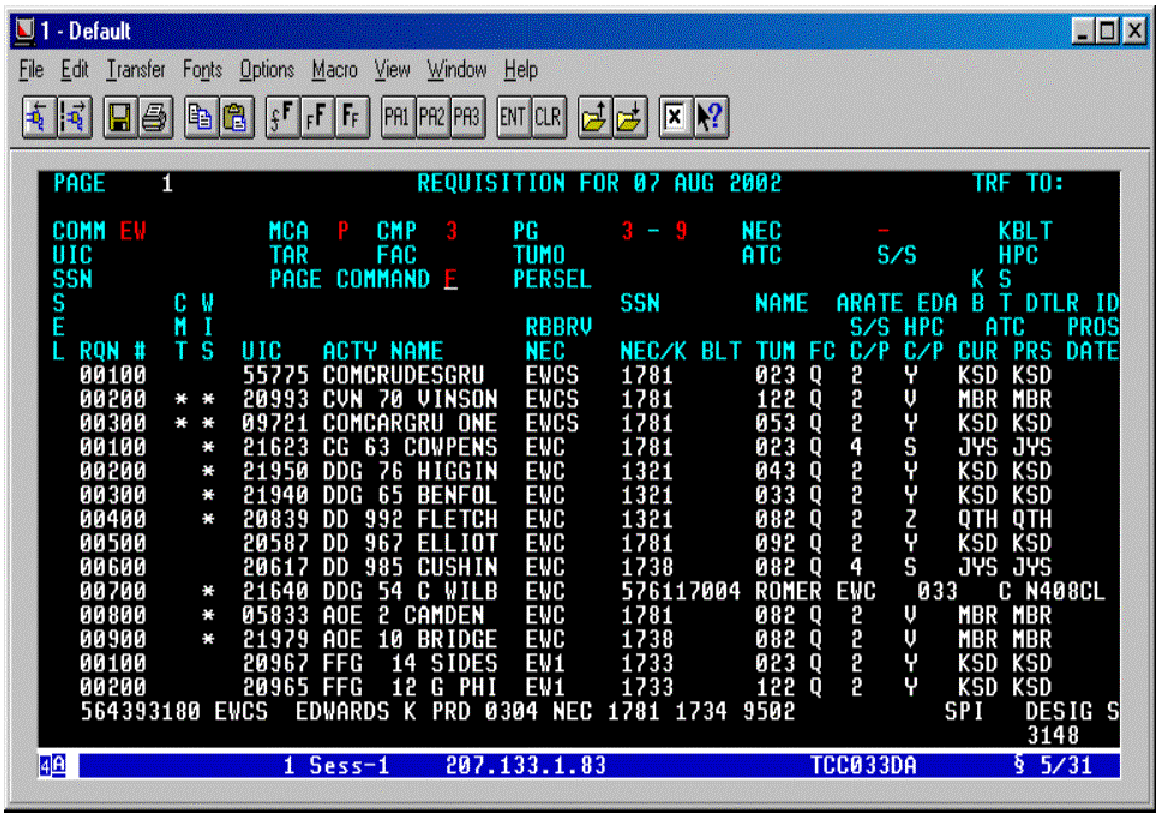
Figure 11. Member Data within EAIS

EAIS is broken down into two modules, the Requisition Posting Module (RPM) and the Orders Posting Module (OPM) (Figure 6). The RPM takes all the open prioritized requisition information from EPRES twice monthly and allows detailers to see the requisitions in the same prioritized order as it appears in EPRES. EAIS displays requisitions by composite, MCA, rating, and paygrade. The requisitions at the top of the list have a higher priority than the billets below; the detailer should try to fill these

requisitions first. Detailers can then use the RPM to post (assign) sailors to the requisitions.

Detailers use the information from the EMF, within EAIS, to determine which sailors are available for transfer and to fill the posted requisitions. Figure 12 provides a screen shot of the RPM as seen in EAIS. This particular screen shot shows requisitions for CMP 3 EW rating at MCAP. Notice that the requisitions also list the NECs required for each billet.

REQUISITON POSTING MODULE WITHIN EAIS



Source: From Senior Chief Edwards, 2003

Figure 12. RPM within EAIS

Once sailors are posted to the RPM, the detailers then use the Order Posting Module to write the sailors' orders. Before the orders are sent to sailors by message to each sailor's current command, they are screened by NPC. Orders written for sailors whose qualities do not match qualities of the requisition will be automatically screened by EPMAC in EAIS. EPMAC determines if the orders are valid even with a sailor and requisition quality mismatch. EPMAC approves or disapproves orders through

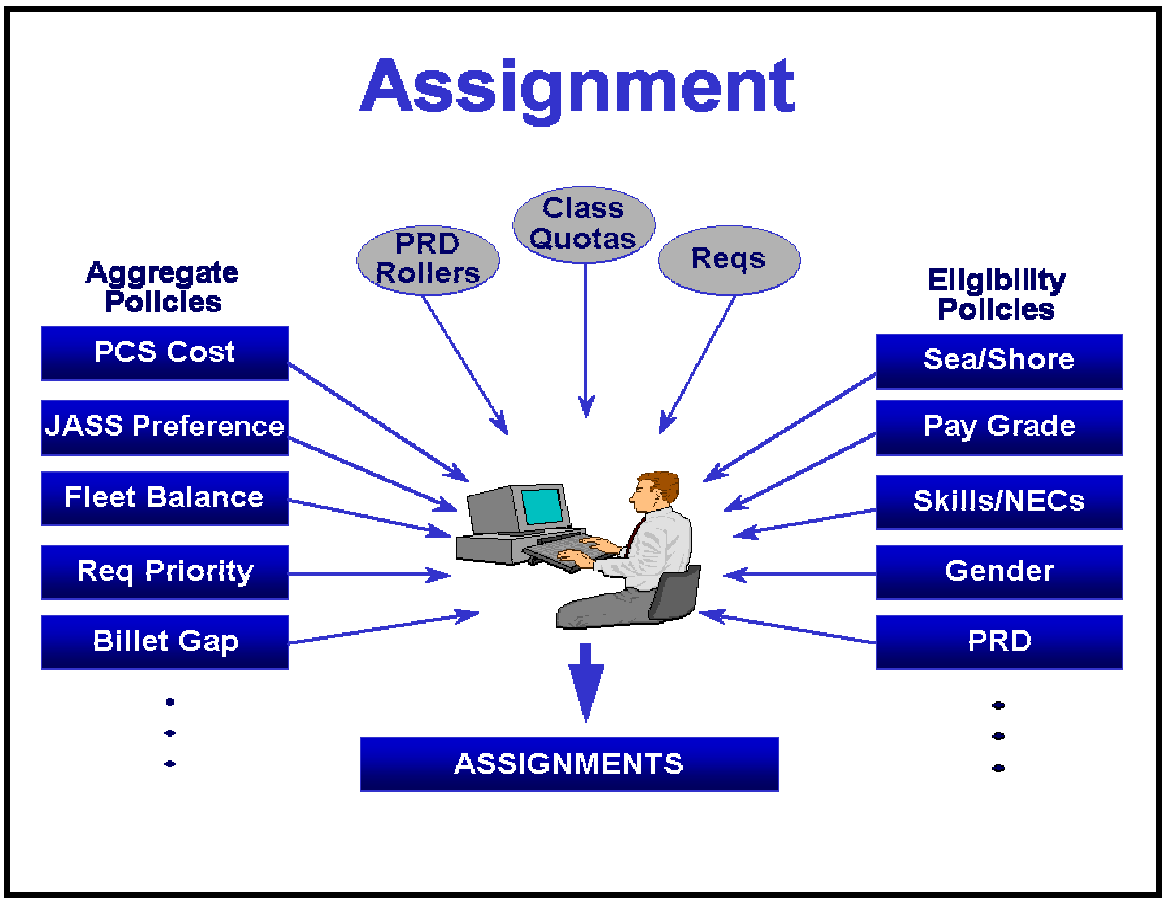
EAIS. Approved orders are sent to the sailor's current command. For those orders disapproved they go back to into the RPM and the requisitions remain unfilled until the detailer finds sailors with matching qualities to fill the requisitions.

b. JASS

The Jobs Advertising Selection System (JASS) is a web base system with NPC as the functional manager. This system allows sailors to view job openings (requisitions) and provides access for the sailors' command career counselors (CCC) to apply for job openings on the sailors' behalf. Sailors can view job openings on view only JASS. Sailors must see their CCC's to actually apply for the jobs they desire. In conjunction with their CCC sailors can apply for 5 different positions simultaneously, placing their most desired job at the top. Applications from JASS go to rating detailers for review, where they consider each sailor's preferences when assigning them to job openings (requisitions). JASS does not interface with EAIS therefore for detailers to determine which sailors to put into requisitions they must look at JASS, personnel information in EAIS, and RPM in EAIS.

c. Assigning Sailors to CNO Priority 1 and 2 Billets

Although detailers have EAIS and JASS to help them assign sailors to requisitions, they require an array of other information. This information includes both aggregate policies and eligibility policies as indicated in Figure 13. Most eligibility requirements can be found in EAIS's member data section. The member data in EAIS contain important eligibility information, such as paygrade, NECs obtained, gender, rate, whether the member is currently at sea or on shore duty, PRD, EAOS, and security classification. This information helps the detailer decide if a sailor is eligible for a specific billet requisition. If the billet has requirements the sailor does not meet, such as a specific NEC or school, the detailer can assign the sailor to a school quota prior to arrival at the new command using a separate school reservation system, the Navy Training Reservation System (NTRS). NTRS allows the detailer to obtain class quotas, which can be added to sailor's orders as an intermediate activity prior to arriving at the ultimate activity.



Source: From PowerPoint Brief, CDR Hatch, 2002

Figure 13. Detailer Policies Considered When Making Assignments

Although a sailor might meet all eligibility requirements for a certain billet, detailers still need to address aggregate policies, as indicated in Figure 13. As was already discussed, EAIS provides requisition priority to the detailer. Detailers must try to fill the highest prioritized billets first, including priority 1 and 2 billets. This will ensure that priority manning commands' needs are met, and that the Navy maintains fleet balance (fair share manning) between the four MCAs.

Cost is another important aggregate policy a detailer considers before assigning a sailor to job. The cost to move a sailor from one command to the next, commonly known as Permanent Change of Station (PCS) funds, must be considered before assigning a sailor to a requisition. Detailers are frequently constrained by available funds for PCS. For example, if two sailors are fully eligible for the same billet and one is closer to the gaining command than the other eligible sailor, the closest one would likely

be considered to fill the billet. PCS costing information is not available in the EAIS system. Detailers must first look at location in EAIS for both the eligible sailor and the billet to be filled; then they have to look at spreadsheets that have the PCS costing information based on a sailor's location, paygrade, and number of family members.

In addition to the aggregate policies above, a detailer must consider the sailor's preferences. The Navy realizes the importance of a sailor's career and the impact detailing has on retention, therefore Command Career Counselors (CCC) are designated at each command within the Navy. CCCs are the resident experts on sailor career options and provide sailors important information regarding career opportunities, including retention, retirement, advancement, and career enhancing billets (Short, 2000). CCCs also are the key players in ensuring that detailers have information about a sailor's preferences for their next duty assignment. They do this with telephone communications and JASS as previously mentioned.

As discussed, detailers have a difficult task. Assigning sailors to CNO priority billets can be more difficult, because priority billets often have more eligibility requirements and there may not be enough sailors (inventory) to fill these priority requisitions. Placing a sailor in a priority billet is further compounded if the activity with the billet is considered hardship duty or a rate has an overall manning shortfall (90 percent or below). Although the CNO priority 1 and 2 manning process is implemented through the Navy's distribution information systems, it relies on detailers' decisions on which the sailors are assigned.

E. CHAPTER SUMMARY

Figure 14 summarizes the entire CNO priority 1 and 2 manning process. The dashed line within the figure indicates the dividing line between the two phases of the CNO priority 1 and 2 manning process. Figure 14 illustrates how complicated this process is, and the stakeholders who interact and systems needed for this process to operate effectively. Any breakdown or complication with one these steps can critically influence the process effectiveness. This research will now analyze the process results with by comparing CNO priority 1 and 2 manning data with non-priority manning data,

looking at the AE and AW ratings. It will also look at how well each of the steps in this process is functioning.

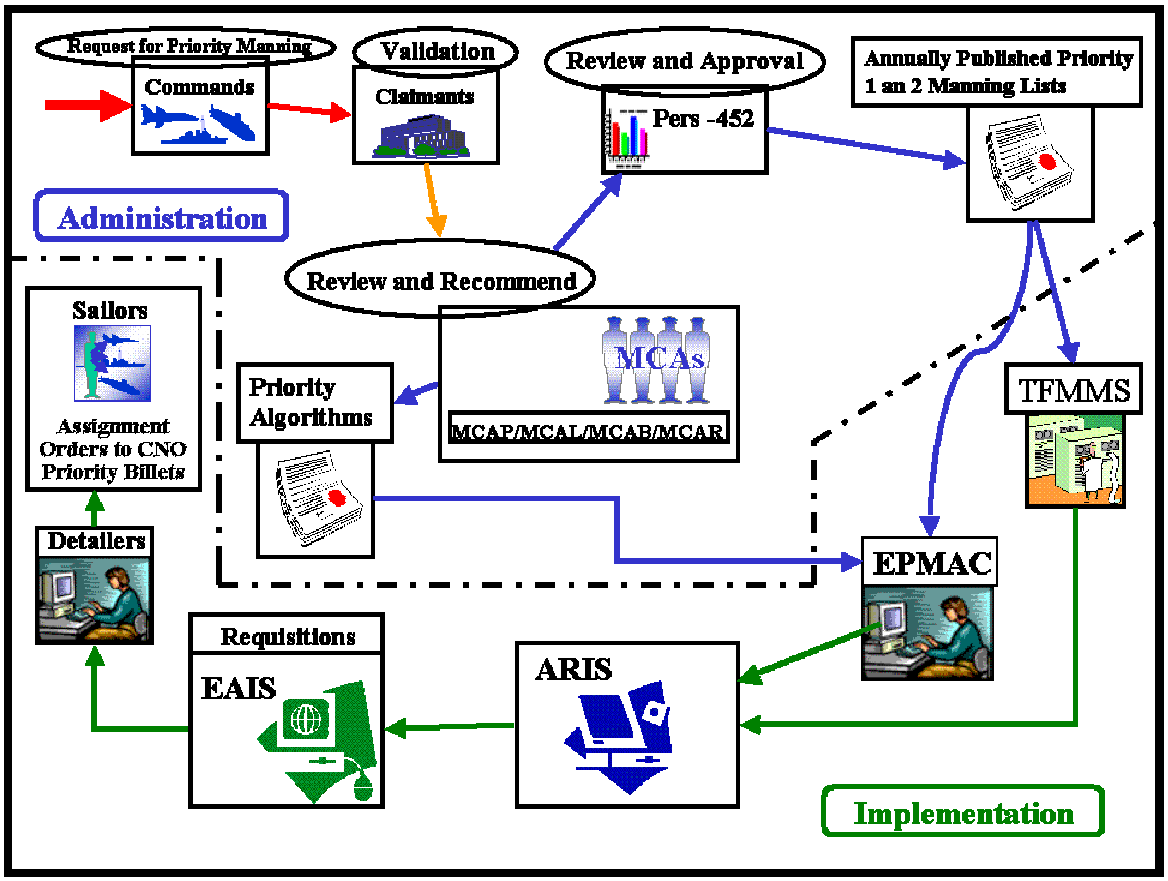


Figure 14. CNO Priority 1 and 2 Manning Process.

V. COMPARISON ANALYSIS OF THE AE AND AW RATING CNO PRIORITY 1 AND 2 MANNING AND NON-PRIORITY MANNING

A. OVERVIEW OF THE AE AND AW RATINGS

Before comparing the Aviation Electrician's Mate (AE) and Aviation Warfare Systems Operator (AW) ratings priority and non-priority manning, it is important to discuss these two ratings' current manning levels and background. These two ratings were chosen for analysis because they represent a considerable number of priority manning billets. These ratings require a high level of technical skills and an array of NECs associated with the billets. Eligibility requirements and aggregate policies must be considered prior to assigning personnel to these billets, which makes the process more difficult. Additionally, they are examples of both personnel manning levels in excess of BA (AE) and manning shortfalls (AW). For the purposes of this research, a manning shortfall is considered to be manning below the 90 percent level. The AW rating is at 85.6 percent (BUPERS website, 2003). There are over one hundred ratings and closed loop NECs, for practical reasons two representative ratings are analyzed.

Billets are allocated by rating, paygrade, MCA, and composite, it is sensible to analyze specific ratings to determine whether allocation and distribution for both priority and non-priority manning is satisfactory. The ratings will be analyzed by MCA, not by paygrade and composite. Source data limitations restrict the research. Future research, however, could analyze different ratings, paygrade, and composite. Another reason these ratings were chosen is that they are both aviation ratings within the Aviation Technical Enlisted Community and are associated with similar types of activities (UIC's). This aids the comparison across MCAL and MCAP, which have similar squadron activities. The differences and similarities in the way an activity's priority and non-priority billets are distributed and assigned will be analyzed.

1. AE Rating

Aviation Electrician Mates (AEs) are aircraft electricians who maintain and repair an array of electrical and navigational equipment on various types of aircraft. An AE uses a wide range of repair equipment and diagnostic computers to perform their job. Many different NECs are required, due to the variety of Naval aircraft. This rating requires "A" and "C" schools, as well as various training to acquire aircraft-specific skills.

Billets for the AE rating exist at sea and at shore aviation squadron activities. The most recently calculated AE manning level is 105.4 percent for at sea activities and 91.8 percent for shore activities. The overall AE manning level is 101.5 percent (BUPERS website, 2003).

2. AW Rating

Aviation Warfare Systems Operators (AWs) perform general flight deck duty and operate various undersea warfare (USW) and non-USW sensor systems on fixed and rotary wing Naval aircraft. AWs fill numerous positions on these aircraft, including: anti-surface, USW, mine countermeasures, electronic, counter narcotics, and land and sea rescue warfare missions (NAVPERS 18068F, 2003). The many missions and operational requirements associated with the AW rating require initial schooling and many job-specific schools. Additionally, many billets require additional NECs and an AW must acquire them to be eligible for a particular billet. The AW rating is driven by closed loop NECs; because of this, only distributable AWs with rating control number (RCN) 6400 are covered in this analysis.

AW billets exist at sea and at shore aviation squadron activities. The most recently calculated AW manning level is 80.3 percent at sea activities and 80.2 percent at shore activities. The overall manning level is 85.6 percent (BUPERS website, 2003).

B. AE AND AW RATING DATA

As indicated in the introduction, LCDR Maggie Friery, of EPMAC's Knowledge Management Department, provided AE and AW data for this research. Queries were made using a Web-Enabled Portal Warehouse (WEPW) relational database. Historical manning/activity data from each distributable activity is retrieved from ARIS each month and stored in WEPW. The information includes, but is not limited to: current on board

(COB), NMP, BA, type of CNO priority, rate, paygrade, CMP, MCA, and Rating Control Number (RCN). The data gathered from WEPW for this analysis covered a 13-month period from June 2001 to June 2002. The data represents activities with and without priority 1 and 2 manning levels and shows the manning trend across these activities over time. Monthly data by unit identification code (UIC) for every Navy aviation squadron that had AE and AW ratings was used. Data for each squadron included: activity name, MCA location, priority type, description, activity class, COB, NMP, BA, COB to NMP percentage, and COB to BA percentage. This information was broken down by MCA and priority manning type to conduct a comparative analysis on each rating.

C. COMPARISON ANALYSIS OF CNO PRIORITY 1 AND 2 MANNING AND NON-PRIORITY MANNING ON THE AE RATING

The AE rating is a relatively large distributable community. The average BA across four MCAs was 4152, and the average COB was 3974 over the 13-month period. The average COB for the time period was 3974 AE personnel. This indicates the average personnel manning levels for the time period was 95.7 percent, which was not in excess of BA. At the end of the period (June 2002), however, the BA was 4147 and COB 4212. This indicates that the AE rating did have personnel manning levels at the end of the time frame at 101.6 percent above BA. AE billets exist at 311 activities, and 20 activities have CNO priority 1 or 2 manning. AE personnel manning levels are mainly within MCAL and MCAP and there are no CNO priority 1 and 2 billets at MCAB. Therefore, this AE rating comparison analysis will only consider MCAL and MCAP manning. MCAL AEs are assessed first, then MCAP AEs, lastly an examination will be conducted across MCAL and MCAP priority activities with AE billets.

1. AE Rating MCAL

During the time period covered in this study, MCAL had 119 activities with AE rated personnel, of which only six activities had priority 1 or 2 manning. An average of 1606 AE personnel were COB to non-priority UICs, and an average of 228 AE personnel were COB to priority manning activities. On average, 12.4 percent of COB were CNO priority billets. The BA and NMP for MCAL priority UICs averaged 13 percent for the AE rating, when compared to the total UICs. The MCAL UICs with both priority 1 or 2 manning and percent of BA are shown in Table 4.

UIC	SHORT_NAME	CNO Priority	DESCRIPTION
09047	VP 30	2 at 95% of BA	Patrol Squadron
09067	VF 101	2 at 95% of BA	Fighter Squadron (F-14)
09212	HC 2	2 at 95% of BA	Helicopter Combat Support Squadron
09527	VAW 120	2 at 95% of BA	Carrier Airborne Early Warning Squadron
09679	VFA 106	2 at 95% of BA	Fighter Squadron (F-18)
53912	HSL 40	2 at 90% of BA	Helicopter Antisubmarine Squadron (Light)

Source: After LCDR Maggie Friery, 2002

Table 4. MCAL AE Rating CNO Priority UICs

Table 4 shows that all UICs in MCAL have CNO priority 2 at 95 percent of BA except for UIC 53912, which has 90 percent of BA. This means that NMP has been adjusted to 95 percent of BA based on the RCR code placed in ARIS (See Chapter IV for discussion on ACR/RCR codes). For UIC 53912, it means NMP has been adjusted to 90 percent of BA. It is appropriate to analyze the AE rating COB compared to both NMP and BA for both priority and non-priority activities at MCAL during the 13-month period.

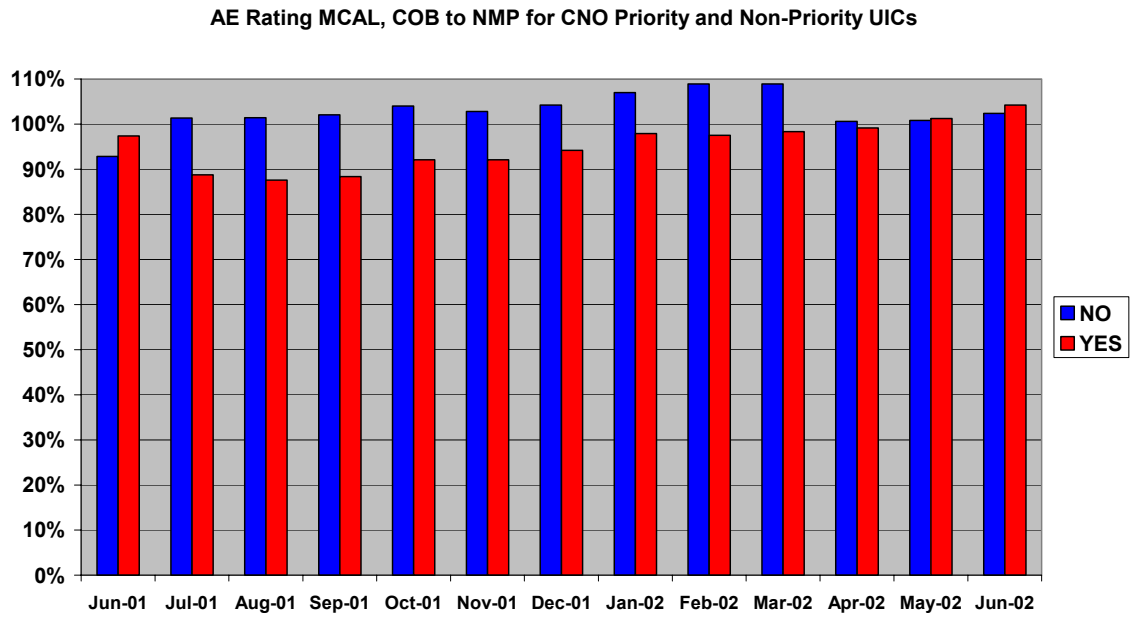


Figure 15. AE Rating MCAL, COB to NMP CNO Priority and Non-Priority

Figure 15 shows an AE COB to NMP comparison for all MCAL activities/UICs with priority manning and without priority manning for the AE rating. The “no” column combines the UICs’ COB to NMP without priority manning for the AE rating, while the “yes” column indicates all the UICs combined that do have priority manning for the AE rating at MCAL. Because NMP is calculated based on personnel inventory, the goal is to have each activity's COB equal to NMP. Understandably, this is not always possible due to the high number of short-term assignments and the number of eligibility and aggregate requirements attached to each billet. Additionally, each sailor’s preferences and shore/sea rotation are factored in. Also, NMP may not be met due to unexpected problems with sailors. Because priority manning requisitions are prioritized to the top of the detailer fill list, and the AE rating for MCAL is only about 13 percent of total NMP, it seems logical that NMP would not be difficult to fill to 100 percent. Although manning levels were effectively staffed throughout the period (as indicated by Figure 15), it is interesting to note that CNO priority 2 commands overall did not meet 100 percent of NMP (except May and June 2002). Overall, non-priority commands/UICs met 100 percent of NMP every month except June 2001, which was slightly better than priority commands (Figure 15). Priority UICs’ manning did show improvement throughout the period, as NMP was reached in the last two months and was slightly better than the non-priority UICs.

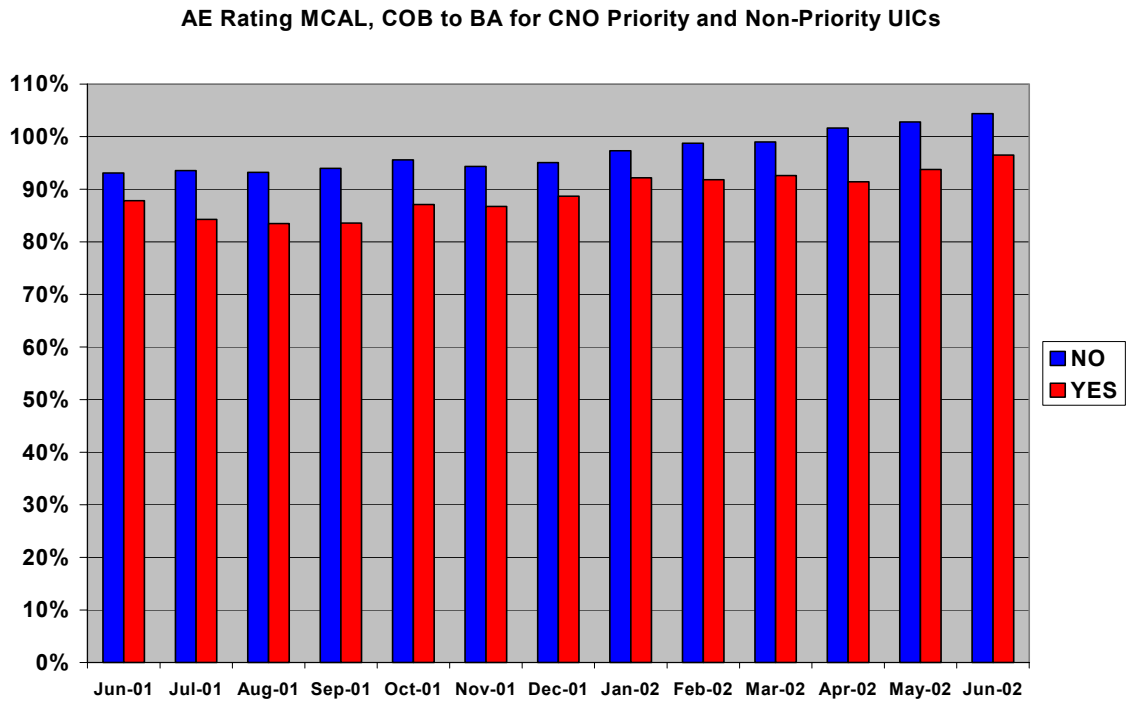


Figure 16. AE Rating MCAL, COB to BA CNO Priority and Non-Priority

Figure 16 compares AE COB to BA for CNO priority and non-priority MCAL activities. As in Figure 15, "no" represents non- priority UICs and "yes" represents CNO priority UICs. As shown in Table 4, all but one of the priority activities were allocated with CNO priority manning to 95 percent of BA. The BA was 20 for AEs at UIC 53912 over the period studied, and was allocated to 90 percent. Based on this, and the total number of prioritized BA for all MCAL AEs (255), the expected level of BA to be filled for all the UICs was 94.5 percent. This expectation was not reached until June 2002. All combined, non-priority activities over the 13 months consistently had a better COB to BA percentage. Even at the end of the period, COB to BA percentage went over 100 percent for non-priority activities. This indicates that NMP was adjusted higher than BA for the period.

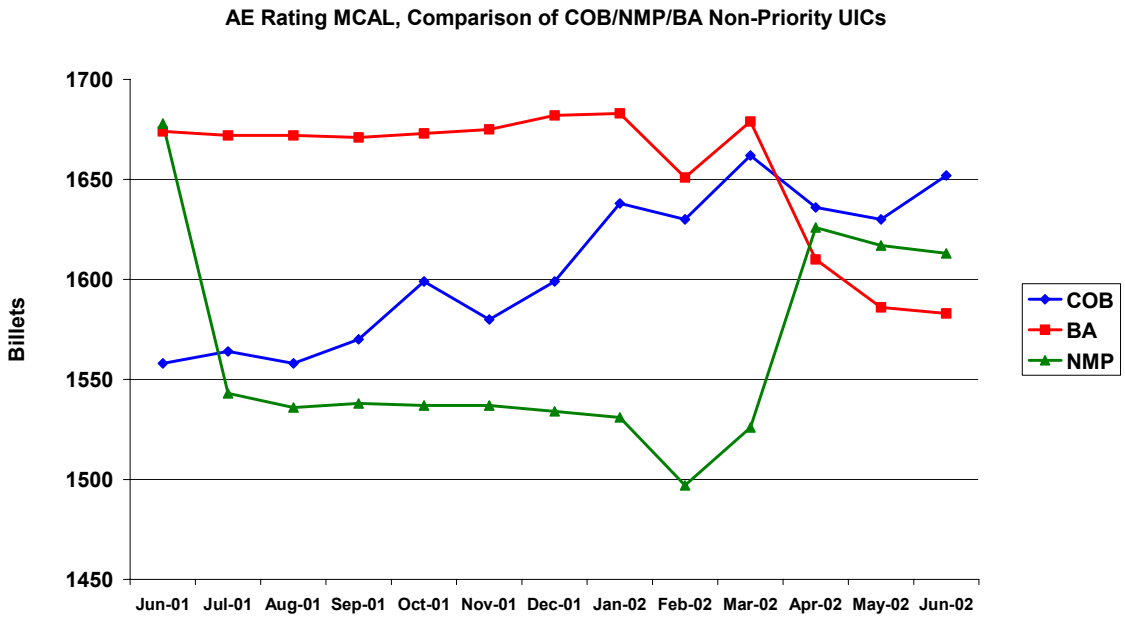


Figure 17. AE Rating MCAL, Comparison COB/NMP/BA Non-Priority UICs

Figure 17 shows monthly total AE COB, NMP and BA designated billet levels for all non-priority UICs. The trend shows NMP rising above BA because BA was reduced by approximately 75 billets between March and June 2002. BA usually remains constant, but it can change due to commissioning or decommissioning activities, which adds or deletes specific billets. Additionally, BA changes when either end strength at the beginning of the FY or BA for specific rates are adjusted. BA can only be adjusted by resource sponsors and is accomplished in the manpower requirements and programming phases of the MPT system. Figure 17 indicates that NMP lags behind changes to distributable inventory. Since NMP is based on projections, it takes time for significant changes in distributable inventory to adjust. Figure 17 shows NMP did not reach COB until April 2002. Prior to that, NMP was fairly steady, while COB gradually increased. Additionally, COB rose above BA in April 2002, but as shown, this was due to a significant drop in BA during the timeframe. COB changes gradually because sailors are generally not transferred quickly from activity to activity; if BA changes significantly it takes time for NMP and COB to adjust.

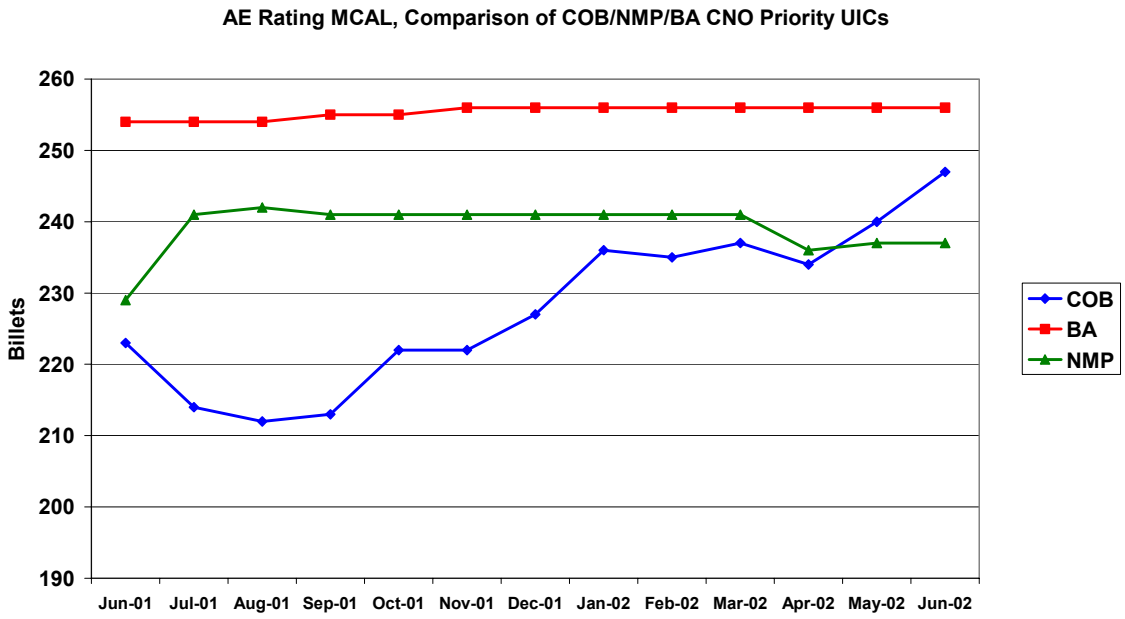


Figure 18. AE Rating MCAL, Comparison COB/NMP/BA CNO Priority UICs

Priority UIC's COB manning levels and designated NMP and BA levels for the AE rating are presented in Figure 18. Unlike the significant changes occurring with non-priority activities, the six MCAL priority manned activities have both NMP and BA at a fairly steady state. The gradual increase in COB eventually rises above NMP in May 2002. The figure indicates a significant point, which is that NMP always stays below BA. In the non-priority activities for this rating, several UICs had a NMP above BA, yet no UIC with CNO priority manning for AEs had their NMP above BA. As mentioned in chapter IV, CNO priority manning billets have a 1 or a 2 in the first digit of the ACR/RCR code so that NMP can be adjusted to the designated percentage of BA. Essentially, this fixes NMP to the designated percentage of BA. If a rate has excess BA, the priority billets for that rate will not be adjusted above BA, and this is shown here with the AE rating. Additionally, non-priority activity's NMP are adjusted based on fair share, so they can actually receive NMP higher than BA if the rating has excess BA, which is the case here with MCAL's AE rating personnel.

2. AE Rating MCAP

During the time period covered in this study, MCAP had 131 activities with AE rated personnel, of which 14 activities had CNO priority 1 or 2 manning. On average, 1431 AEs were assigned (COB) to non-priority UICs, and an average of 331 were assigned to CNO priority UICs. All MCAP activities with priority manning for the AE rating composed 19 percent, on average, of the total COB. The designated CNO priority manning NMP and BA was also at 19 percent. The MCAP UICs with either priority 1 or 2 manning and percent of BA are shown in Table 5.

UIC	SHORT_NAME	CNO Priority	DESCRIPTION
09244	VPU 2	1 at 100% of BA	Patrol Squadron
09298	VS 41	**2 at 90% of BA?**	Air Anti-Submarine Squadron
09299	HS 10	2 at 90% of BA	Helicopter Antisubmarine Squadron
09355	VFA 122	2 at 90% of BA	Fighter Squadron (F-18)
09485	VFA 125	2 at 90% of BA	Fighter Squadron (F-18)
09822	HC 3	2 at 90% of BA	Helicopter Combat Support Squadron
09962	VQ 4	1 at 100% of BA	Fleet Air Reconnaissance Squadron
09995	VAQ 129	2 at 90% of BA	Tactical Electronic Warfare Squadron
42065	VQ 4 SEADU DET	1 at 100% of BA	Fleet Air Reconnaissance Squadron
47294	VQ 3 DET TRAVIS	1 at 100% of BA	Fleet Air Reconnaissance Squadron
49403	VQ 4 D PAX RIV	1 at 100% of BA	Fleet Air Reconnaissance Squadron
55138	HSL 41	2 at 90% of BA	Helicopter Antisubmarine Squadron (Light)
55154	VQ 3 SEA DU COMP	1 at 100% of BA	Fleet Air Reconnaissance Squadron
55677	VQ3 DET OFFUT AF	1 at 100% of BA	Fleet Air Reconnaissance Squadron

Source: After LCDR Maggie Friery

Table 5. MCAP AE Rating CNO Priority UICs

The Table 5 shows that MCAP has a few more UICs with priority manning for the AE rating than MCAL. MCAP also has a higher percentage of AE billets with priority manning than MCAL. The priority manning types differ from MCAL, as MCAP has CNO priority 2 at 90 percent of BA and priority 1 at 100 percent of BA for each UIC. The question mark at UIC 09298 indicates that, based on N130's priority manning spreadsheets, this activity was not assigned a priority (see Appendix A, which indicates that there is no priority manning for the AE rating at the indicated UIC at MCAP. Yet the AE rating billets at UIC 09298 in ARIS indicate an RCR code for priority 2 manning.

This rating was indicated as having priority manning based on the N130 spreadsheets in FY 2000. Possibly the code was never changed in FY 2001 to designate it as non-priority, so the AE rating for this UIC still continued to have CNO priority manning during this time period.

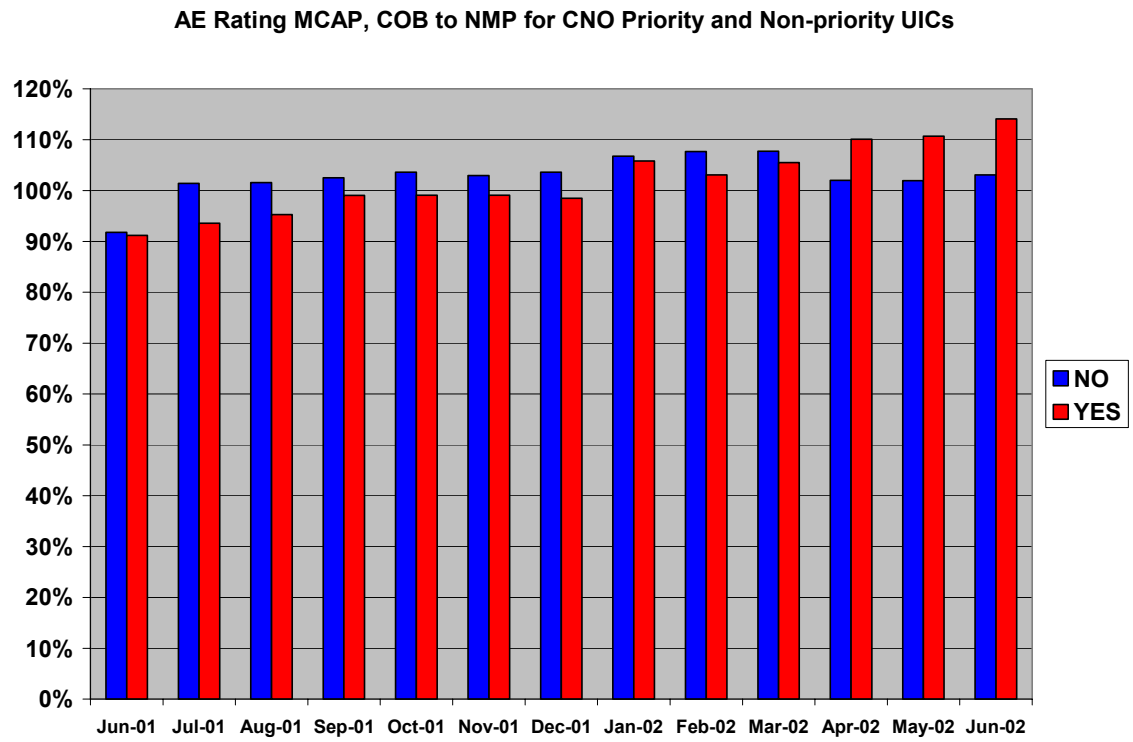


Figure 19. AE Rating MCAP, COB to NMP CNO Priority and Non-Priority

Figure 19 indicates MCAP COB to NMP percentages for both CNO priority UICs with the AE rating and the non-priority UICs. As with MCAL, "yes" indicates all the priority activities and "no" indicates all the non-priority activities. The AE rating for MCAP was below NMP at the beginning of the period and gradually increased for both priority and non-priority billets. COB for non-priority UICs, on average, was above 100 percent of NMP every month except June 2001. COB priority manning averaged below NMP beginning June 2001, and did not rise above it until January 2002. Although COB for CNO priority manning was a lower percentage than COB for non-priority during most of the period covered, CNO priority UICs on average did have a higher COB as compared to NMP the last three months.

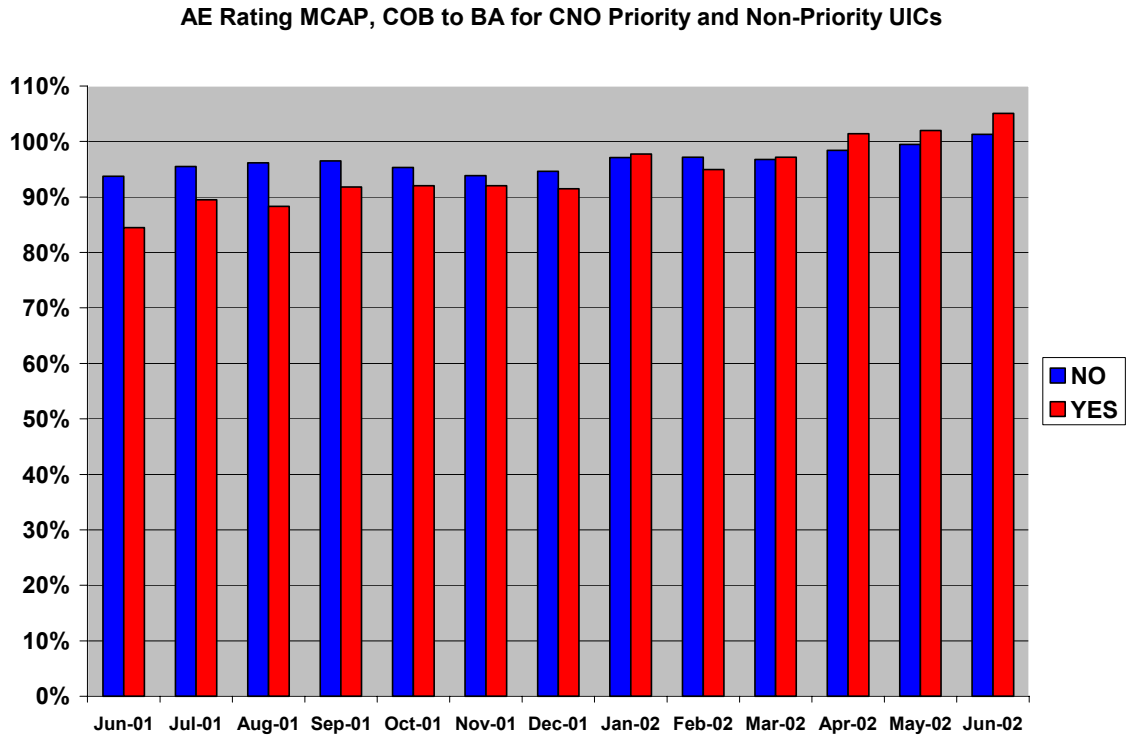


Figure 20. AE Rating MCAP, COB to BA CNO Priority and Non-Priority

Figure 20 shows the AE COB to BA comparison for MCAP at both priority and non-priority activities. The upward trend is similar to the COB to NMP in Figure 19. Because there were different types of priority manning associated with the AE rating, the expected COB would be between 90 and 100 percent of BA for all of the UICs. On average, there were 90 billets authorized with priority 1 at the 100 percent level, and 260 billets authorized with priority 2 at the 90 percent level. When combined, the goal was for all priority billets to be filled to 92.5 percent of BA. Figure 20 indicates that this did not occur until January 2002. The percentage of BA continued to increase for priority billets until it was over 100 percent of BA in the last three months of the period. In the beginning, non-priority had a higher BA percentage; by the end of the period, CNO priority UICs overall had a higher BA percentage.

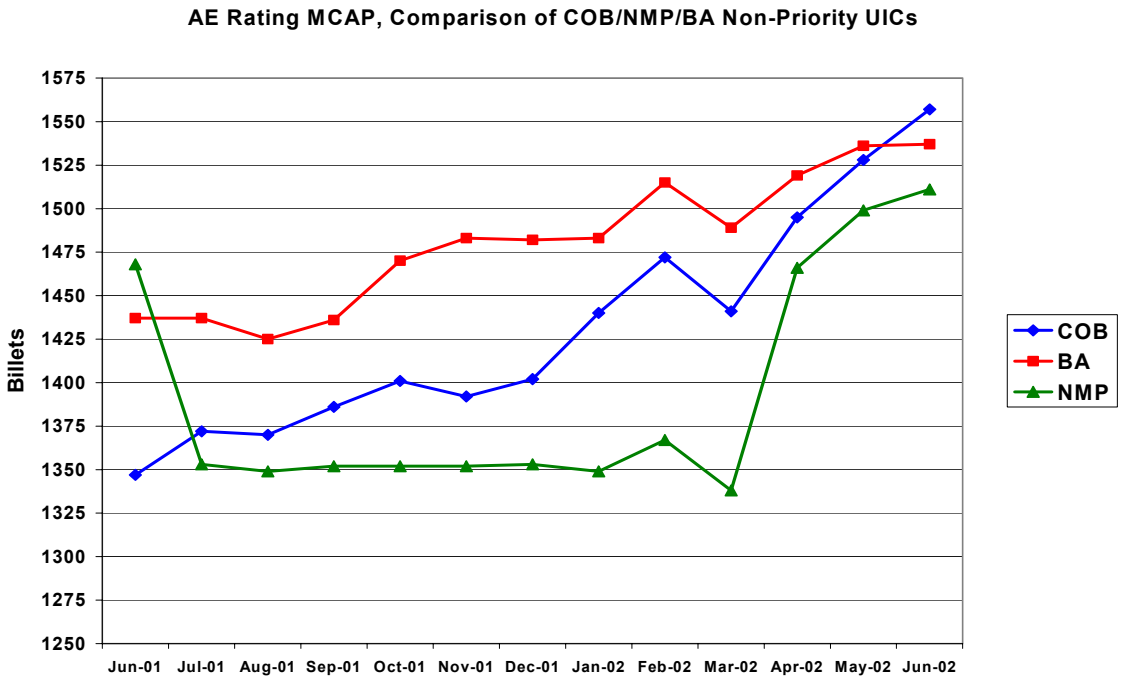


Figure 21. AE Rating MCAP, Comparison COB/NMP/BA Non-Priority UICs

Figure 21 above represents a similar trend for MCAP non-priority billets to the MCAL non-priority billets indicated in Figure 17. COB rises gradually, while the NMP stayed steady until April 2002. This shows that NMP takes time to adjust when there are changes in distributable inventory. In this case, BA gradually rises as additional billets were authorized during the data period. This occurred due to adjustments in certain UICs, which increased the total BA for this rating at MCAP. The figure indicates that COB for the non-priority UICs always remained above NMP, except in June 2001. COB also rose above BA in June 2002, even with an increase in BA during the timeframe covered.

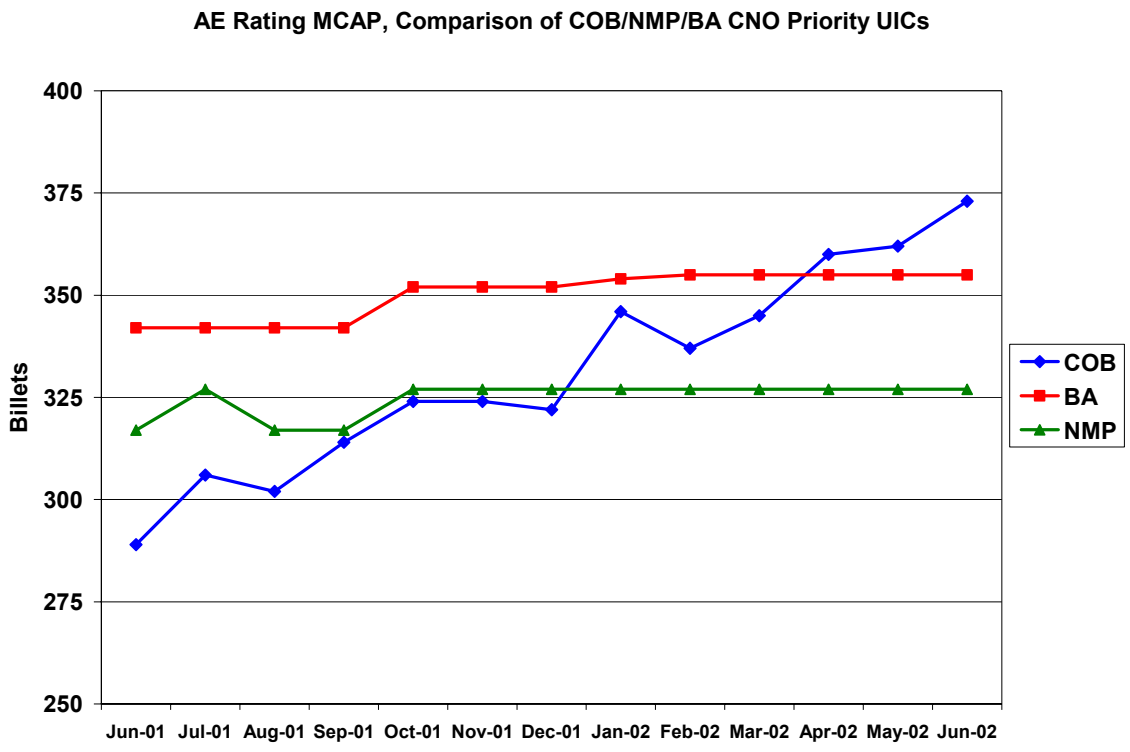


Figure 22. AE Rating MCAP, Comparison COB/NMP/BA CNO Priority UICs

The AE COB priority manning and billet levels for NMP and BA are shown in Figure 22. The figure shows the same fix on NMP for priority billets as with MCAL preventing NMP from rising above BA. COB starts below NMP, but then gradually rises above BA during the end of the time frame. By the middle of the period (January 2002) the AE ratings' priority manning was fully met at all the UICs on average, while not until the end of the period was MCAL's priority manning met. All the figures presented show a gradual increase in the overall COB indicating how the rating went from being slightly undermanned to slightly over BA levels by the end of the period analyzed.

3. AE Rating, MCAL and MCAP CNO Priority Comparison

Because both MCAL and MCAP have priority manning for the AE rating, it is essential to compare priority manning for both MCAs. It's expected that both MCAL and MCAP priority manning have the same percentage of BA designated for each UIC. Figure 23 shows a COB to BA comparison for CNO priority MCAL and MCAP UICs. The data indicates that CNO priority COB to BA for MCAP UICs were slightly higher than for MCAL UICs. It is understandable that since priority manning is applied to

different types of activities within each MCA at different percentages of BA, that differences among the personnel COB levels would be likely. As stated earlier, MCAL's overall goal for priority UICs with the AE rating was 94.5 percent of BA to be filled, while MCAP's was only 92.5 percent. Figure 23 shows how MCAP reached its goal by January 2002 and MCAL did not reach its goal until June 2002. One can surmise that MCAP was provided slightly better priority manning than MCAL during this period.

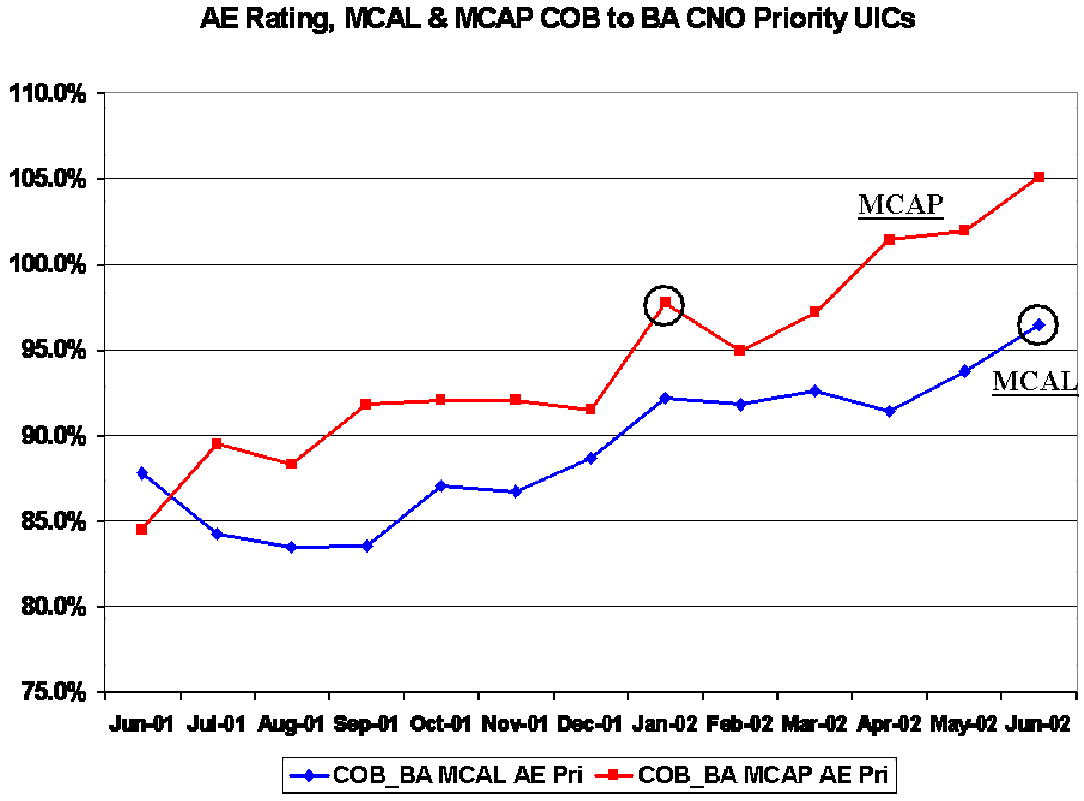


Figure 23. AE Rating, MCAL & MCAP COB to BA CNO Priority UICs

D. COMPARISON ANALYSIS OF CNO PRIORITY 1 AND 2 MANNING AND NON-PRIORITY MANNING ON THE AW RATING

The AW rating is a relatively smaller distributable community as compared to the AE rating. Because a majority of the AW rating is driven by closed loop NECs, less than half are distributable by rating. The data only covers the AWs with RCN 6400. AW billets with RCN 6400 are mostly shore duty billets, while most AWs sea billets have closed loop NECs. This has a considerable effect on manning levels for the AW rating at shore activities and should be considered when analyzing the data.

The average BA across all four MCAs for the AW rating during the time frame was 459 billets. The actual COB average during the examined period was only 398. This indicates a 86.7 percent manning level for this rating during the 13-month period. The AW rating is represented at 58 different UICs across the four MCAs. Almost all AW billets are located at MCAL and MCAP. Because so few AW billets are assigned to the other two MCAs, the comparison analysis will concentrate on MCAL and MCAP. Additionally, CNO priority 1 and 2 manning for MCAL and MCAP will be compared and analyzed. Both the aviation rating specialist and AW rating detailer perspectives will be presented to provide insights.

1. AW Rating MCAL

MCAL had a COB average of 219 AW personnel during the period examined. The average BA was 258. Personnel manning levels for this timeframe averaged 84.9 percent. AW billets existed at 26 activities and of the 26, 2 had priority manning. BA with priority manning averaged 103. This indicates that priority manning for MCAL AW billets was 40 percent of BA, although, on average, only 33.2 percent of the COB had CNO priority manning during the period. Table 6 indicates the two UICs that had priority manning for the AW rating.

UIC	SHORT_NAME	CNO Priority	DESCRIPTION
09047	VP 30	2 at 100% of BA	Patrol Squadron
53912	HSL 40	2 at 100% of BA	Helicopter Antisubmarine Squadron (Light)

Source: After LCDR Maggie Friery, 2002

Table 6. MCAL AW Rating CNO Priority UICs

Table 6 shows both UICs have CNO priority 2 manning at the 100 percent of BA level. This means NMP should be adjusted to BA for these two UICs. A COB to NMP comparison is provided in Figure 24. CNO priority manning does not reach NMP, which is below 80 percent throughout the period. The non-priority UICs are provided with over 90 percent of their NMP during the period.

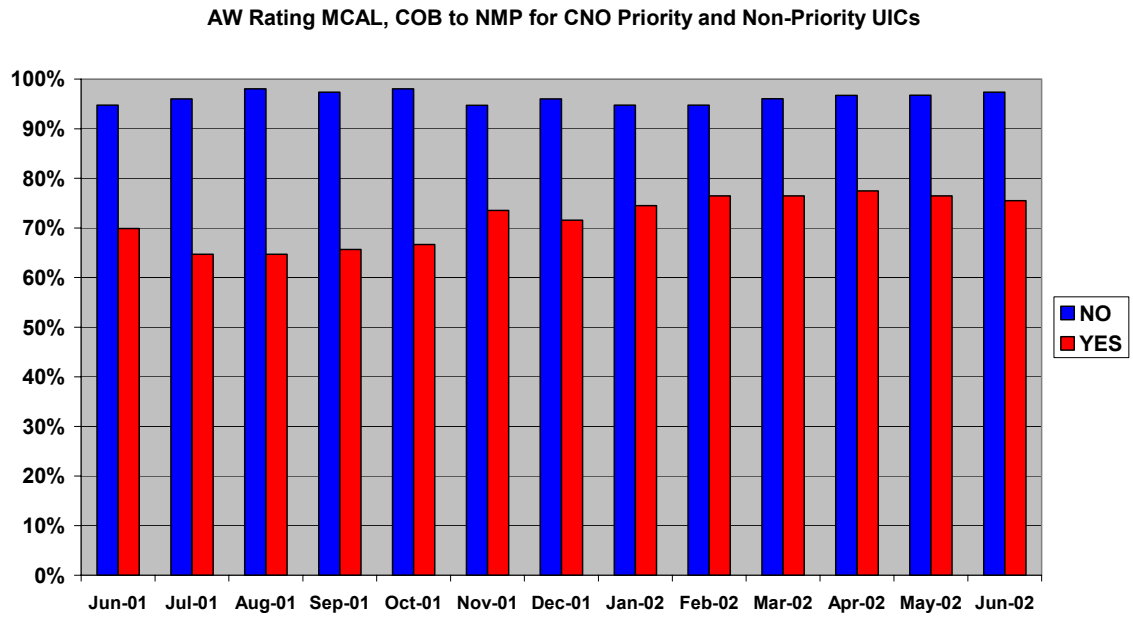


Figure 24. AW Rating MCAL, COB to NMP CNO Priority and Non-Priority

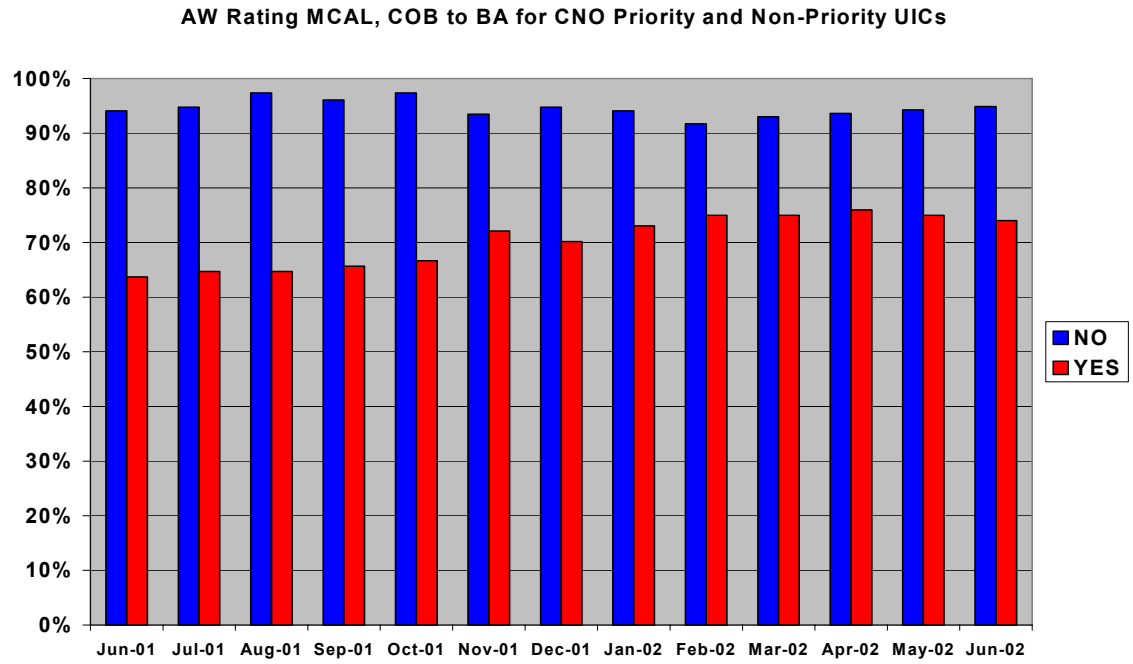


Figure 25. AW Rating MCAL, COB to BA CNO Priority and Non-Priority

Because it is likely that NMP was lower for the non-priority UICs, it is valuable to compare COB to BA. Figure 25 shows this comparison between the priority and non-priority UICs. What is striking about this figure is how there is not much difference

between this comparison and Figure 24. Although the percentage of BA for the two priority UICs had a goal of 100 percent, the best personnel manning during this timeframe did not reach 80 percent of BA.

Figure 25 also shows that personnel manning levels are much better for non-priority UICs. Non-priority UICs with AW billets had personnel manning levels above 90 percent of BA. This indicates that NMP for the non-priority UICs was nearly as high as that for priority UICs. It appears that NMP was adjusted unexpectedly higher for non-priority UICs, considering the overall COB to BA percentage was only 86.7 percent over the 13 months.

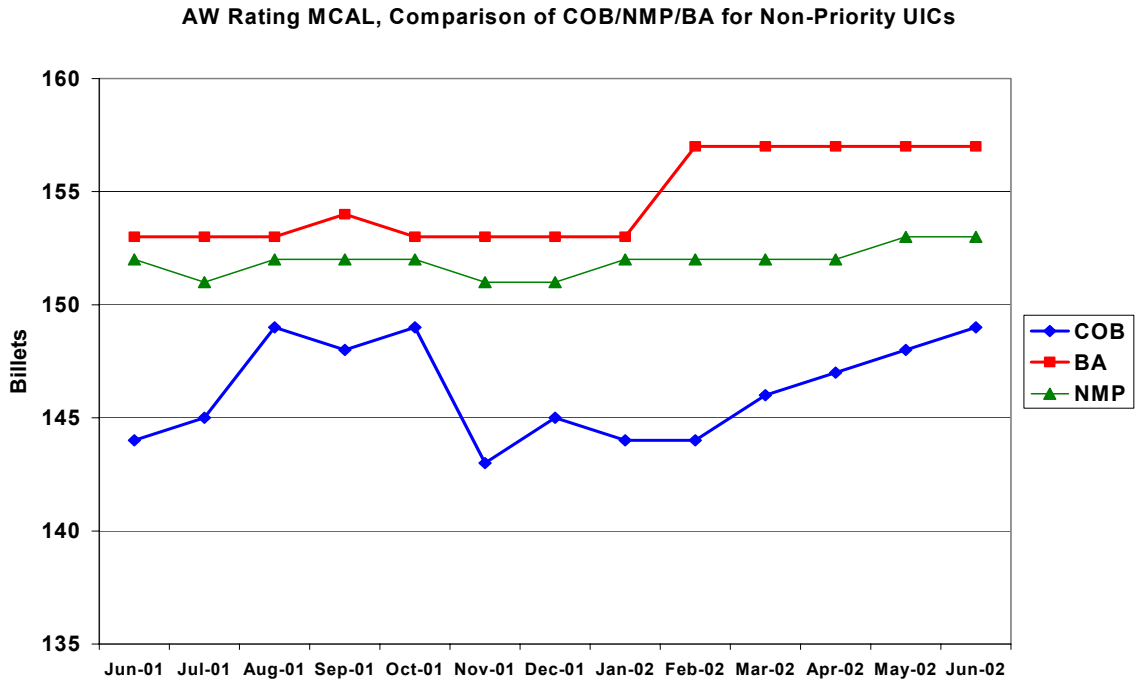


Figure 26. AW Rating MCAL, Comparison COB/NMP/BA Non-Priority UICs

Figure 26 shows NMP close to BA for MCAL non-priority UICs with AW billets. The difference between NMP and BA was no more than 5 billets throughout the 13-month period. COB levels also indicate that non-priority UICs missed NMP by no more than 10 billets.

COB, NMP, and BA levels for the two UICs with priority manning are compared in Figure 27. This figure indicates that NMP was adjusted to BA only four months out of the 13-month period. The BA for UIC 53912 was adjusted in November 2001, but NMP

was not adjusted to 100 percent of BA even though the priority manning for that activity indicated that it should have been. COB was below BA as compared to the non-priority UICs. The goal to reach 100 percent of BA for MCAL priority UICs was missed by more than 20 billets throughout the period. Based on the figures presented, one may conclude that MCAL priority manning requirements for the AW rating were not met, and non-priority UICs actually had higher assigned personnel.

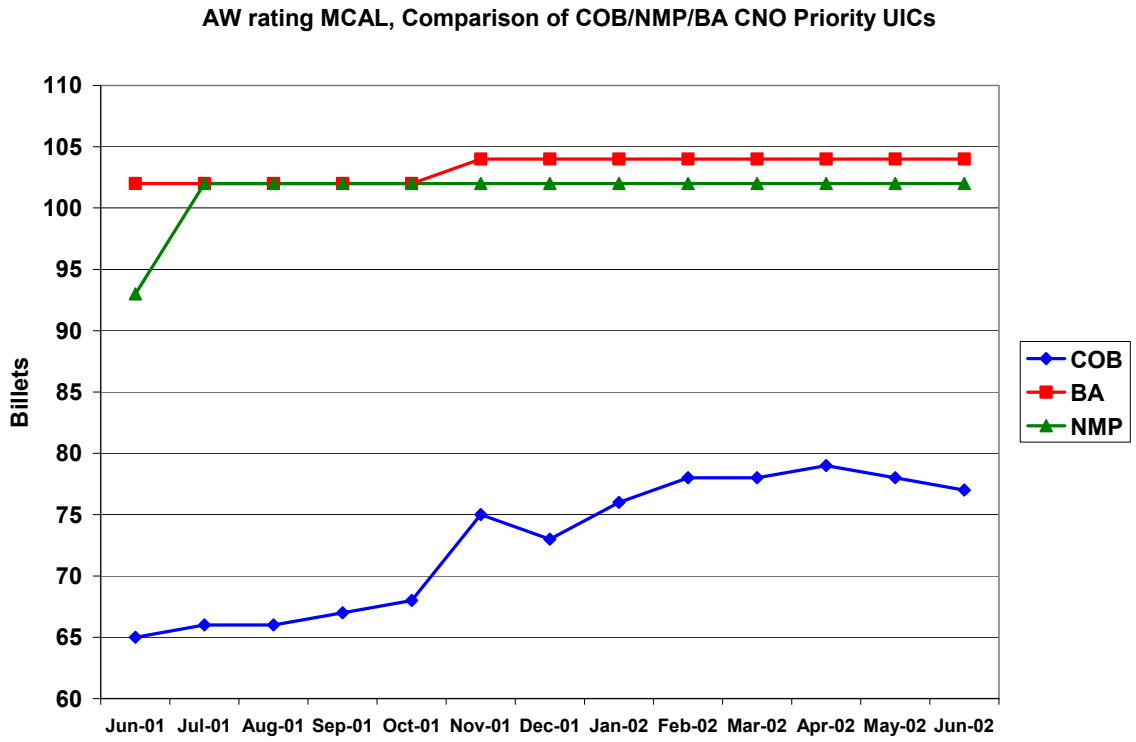


Figure 27. AW Rating MCAL, Comparison COB/NMP/BA CNO Priority UICs

2. AW Rating MCAP

MCAP had a COB average of 166 AW personnel during the 13-month period and an average BA of 191. Thus, personnel manning levels averaged 86.9 percent. AW billets existed for 28 activities of which three had designated priority manning. The average BA for priority manning UICs was 69, indicating that 36.1 percent of BA had CNO priority manning, while 31.2 percent of the COB was designated priority manning. Table 7 lists UICs with priority manning. Taking into account each UIC's BA level, the overall personnel manning level goal for the three combined was 94.2 percent of BA (UIC 9299 had a BA of 34, UIC 9822 had a BA of 2, and UIC 55138 had a BA of 33).

UIC	SHORT_NAME	CNO Priority	DESCRIPTION
09299	HS 10	2 at 95% of BA	Helicopter Antisubmarine Squadron
09822	HC 3	2 at 100% of BA	Helicopter Combat Support Squadron
55138	HSL 41	2 at 90% of BA	Helicopter Antisubmarine Squadron (Light)

Source: After LCDR Maggie Friery, 2002

Table 7. MCAL AW Rating CNO Priority UICs

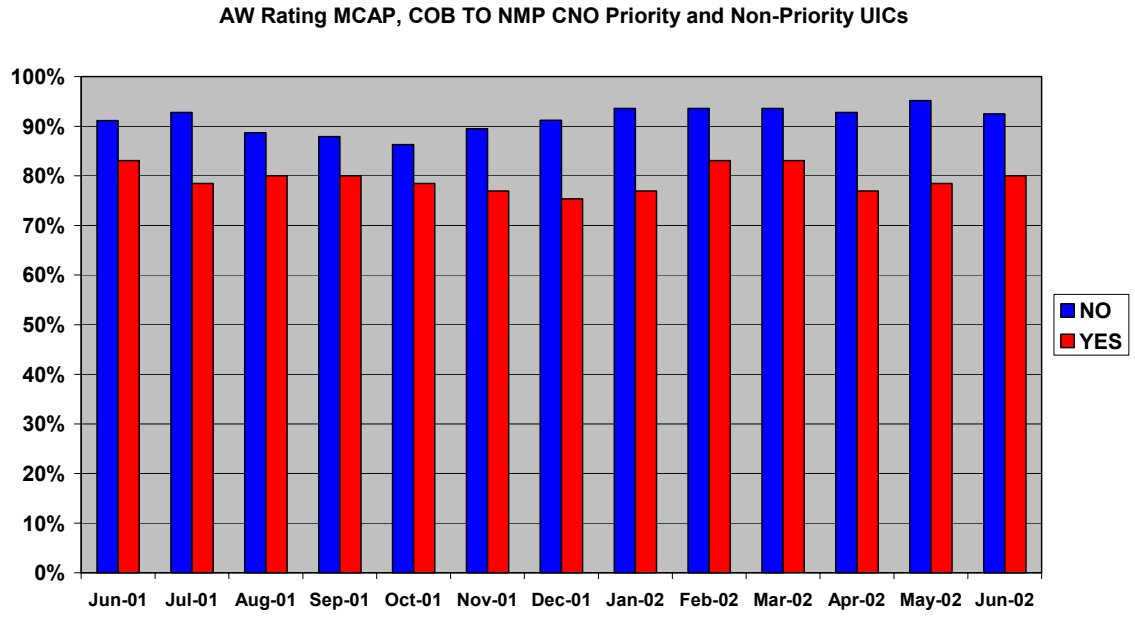


Figure 28. AW Rating MCAP, COB to NMP CNO Priority and Non-Priority

Figure 28 compares COB to NMP for both priority and non-priority UICs. Non-priority UICs on average had a COB to NMP level above 85 percent during the period covered, which was better than the CNO priority UICs. MCAP priority manning for AWs did not reach NMP, having no better COB to NMP level of 85 percent during the 13-month period.

The AW COB to BA levels for both MCAP priority and non-priority UICs is displayed in Figure 29. The 94.2 percent of BA for CNO priority UICs was not met. In actuality, less than 80 percent of BA was achieved, yet the non-priority UICs had COB levels over 85 percent of BA during the period.

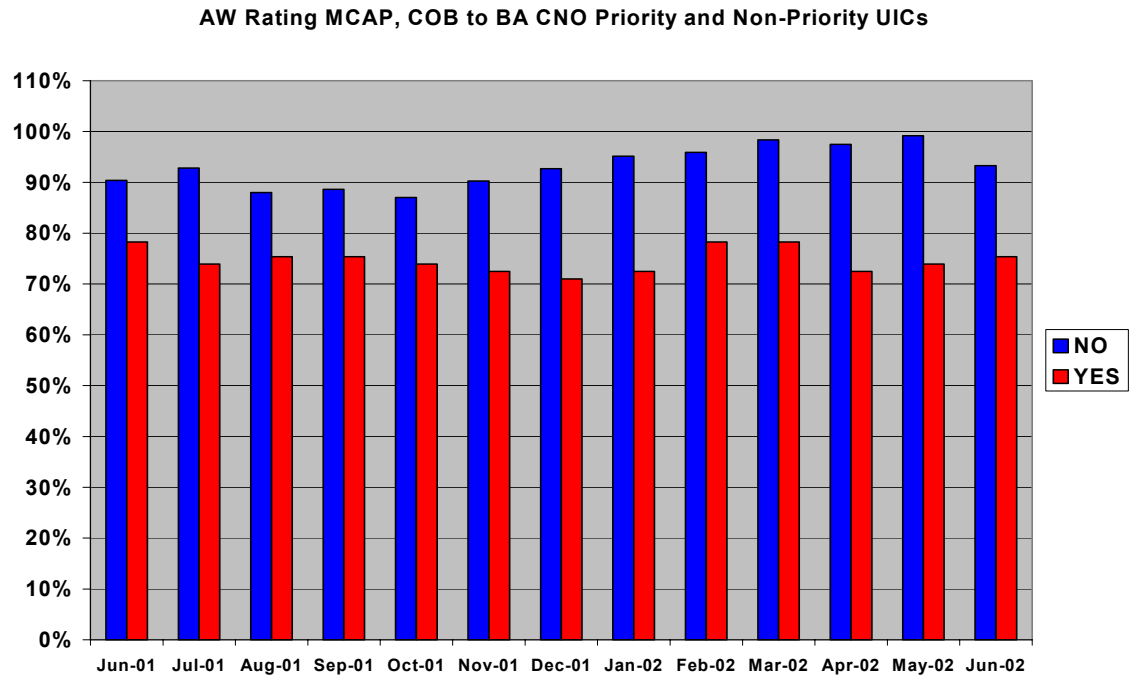


Figure 29. AW Rating MCAP, COB to BA CNO Priority and Non-Priority

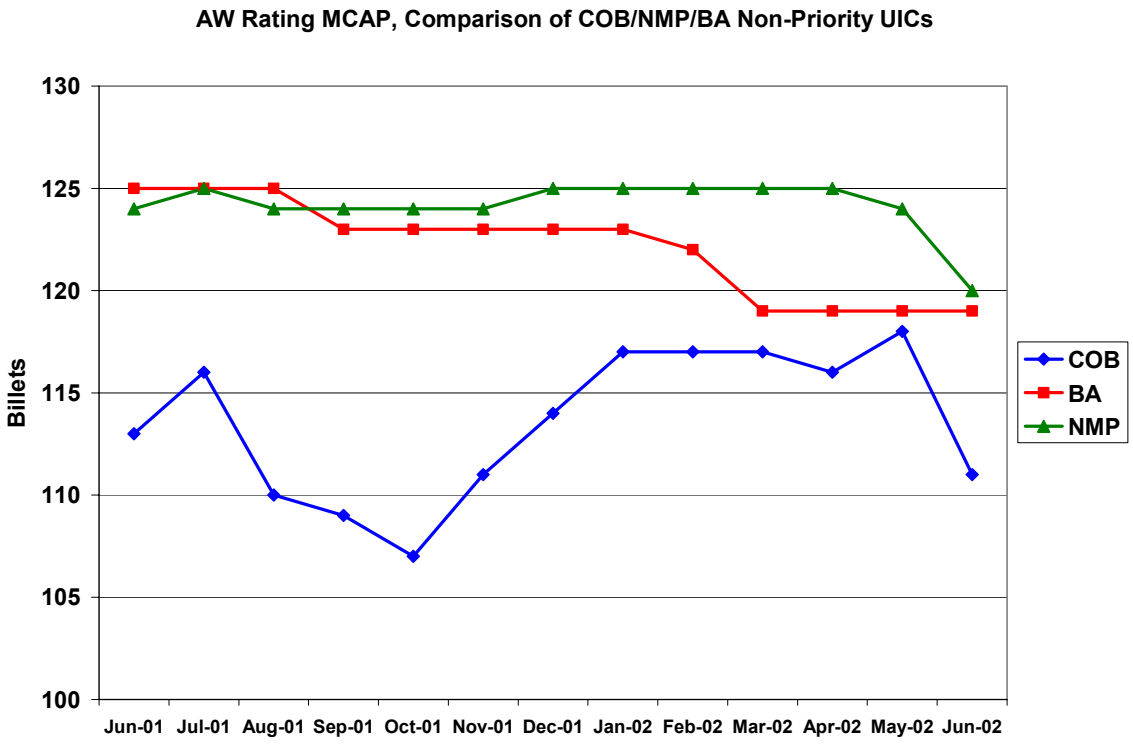


Figure 30. AW Rating MCAP, Comparison COB/NMP/BA Non-Priority UICs

COB personnel manning, BA, and NMP levels are compared in Figure 30 for the non-priority UICs. Because manning levels were low during the research period, it was expected that NMP would have been adjusted lower for the non-priority UICs, yet the data shows that NMP was actually above BA for the majority of the time. The COB personnel manning levels almost reached BA by the end of the 13-month period.

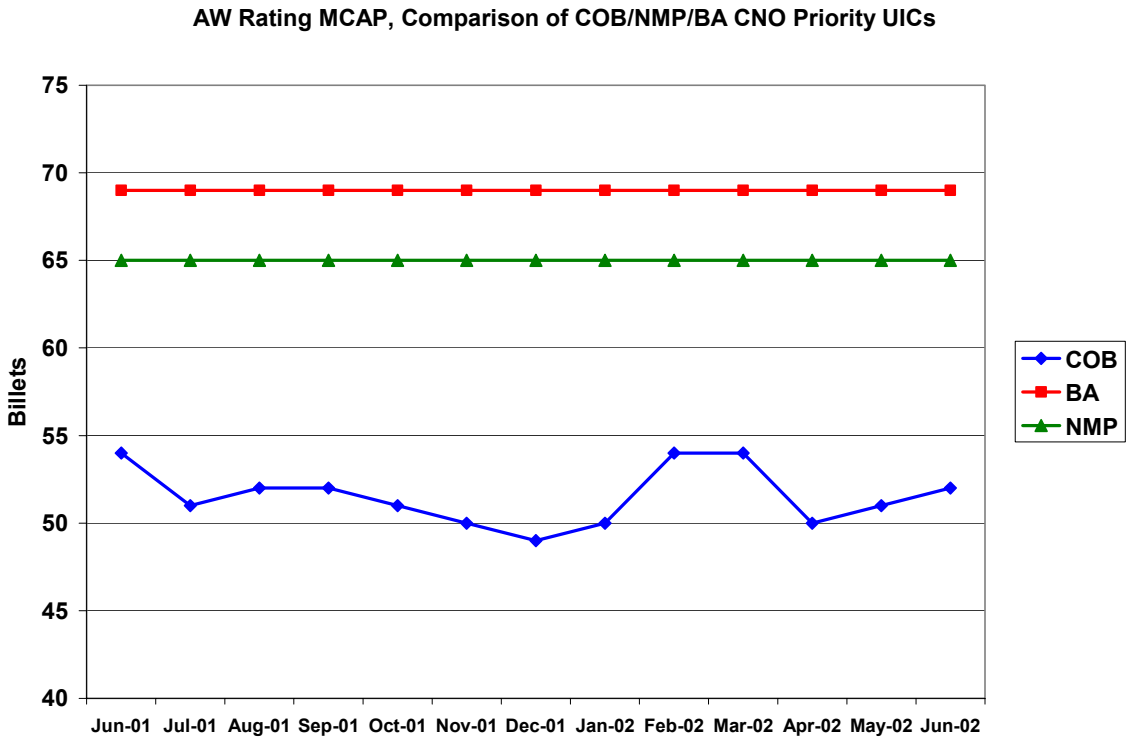


Figure 31. AW Rating MCAP, Comparison COB/NMP/BA CNO Priority UICs

COB personnel manning, NMP, and BA levels for CNO priority UICs with AW billets are compared in Figure 31. The comparison shows that NMP was adjusted to 94.2 percent of BA and that NMP and BA remained constant during the period. COB fell short of NMP by 11 or more billets during the 13-month period. Based on the AW comparison analysis presented, the conclusion is that MCAP priority UICs did not reach their manning goals and that non-priority UICs had better personnel manning levels during the 13-month period.

3. AW Rating, MCAL and MCAP CNO Priority Comparison

Comparing MCAL's and MCAP's priority manning is valuable. The two MCAs combined had priority manning at 5 different UICs. Figure 32 compares AW COB to BA for CNO priority personnel manning. The goal for MCAL was 100 percent of BA for CNO priority manning overall, while the goal for MCAP was 94.2 percent of BA. As the data in Figure 32 indicates, both MCAL and MCAP had COB levels between 60 and 80 percent of BA, which was far less than the desired goal. During the 13-month period it appears that MCAP's CNO priority COB levels were slightly higher, even though the MCAL's percentage of BA goal was higher.

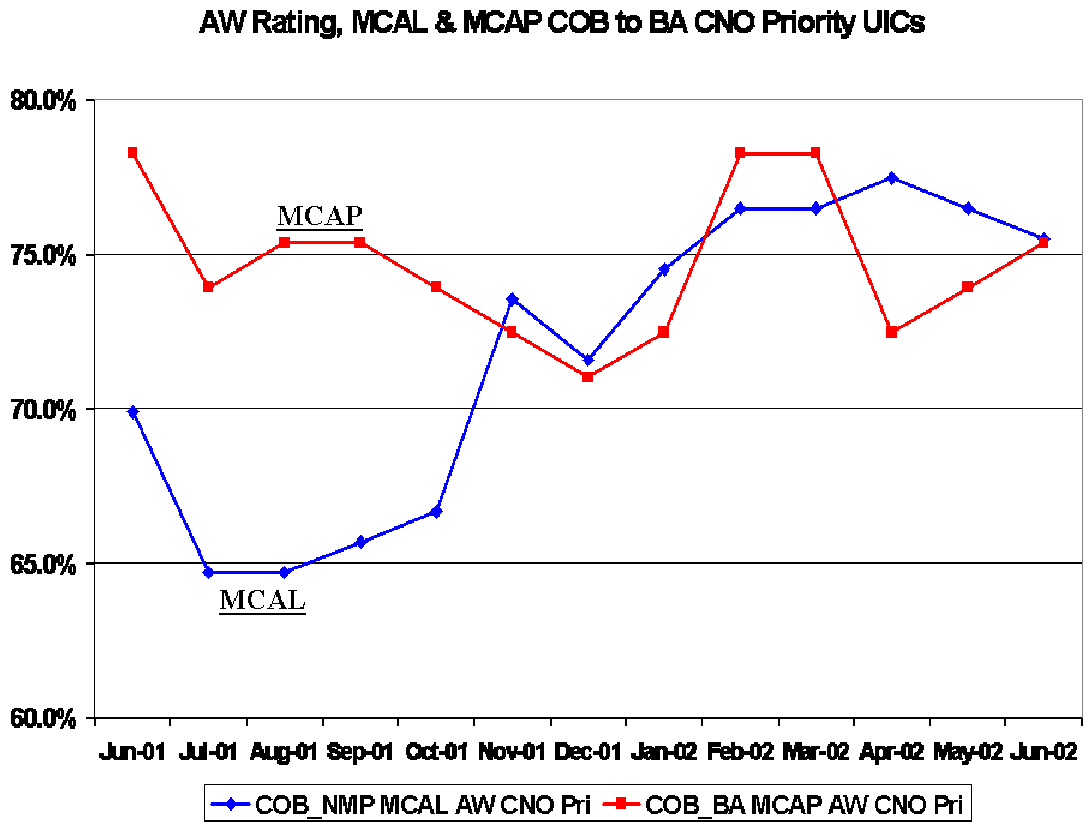


Figure 32. AW Rating, MCAL & MCAP COB to BA CNO Priority UICs

4. AW Rating, An Aviation Rating Specialist and Detailer Perspective

The last section indicates statistically that CNO priority 2 manning did not meet manning goals for the AW rating during the 13-month period covered. Why were priority COB levels for activities with AW billets so low, even lower than non-priority activities

with the same rating? The Navy's information systems prioritized these UICs, and therefore the requisitions for these activities went to the top of the requisition list in EPRES and EAIS. Mr. Scott Ledbetter, the aviation rating specialist, and AWC Corey Hunt, the AW rating detailer, helped explain why CNO priority COB levels were low for the AW rating during this time period.

Mr. Ledbetter is the single point of contact for the aviation rating detailers. His responsibilities include making sure that sailors assigned to aviation rating billets have the right qualifications to meet billet requirements. AWC Hunt is the AW rating detailer for enlisted personnel in paygrades E-1 through E-6. The discussion with both Mr. Ledbetter and AWC Hunt is summarized below.

Mr. Ledbetter indicated there are limitations to who can fill the priority activities because the billets require a couple of at sea closed loop NECs. In addition, a majority of the billets require an instructor NEC. Activities with AW rating priority manning are Fleet Replacement Squadron training commands. Not everyone qualifies for these instructor billets. Only proven performance sailors with adequate experience at sea are eligible to fill these instructor billets. They are sent to instructor school prior to arriving at the training commands. Commands with priority manning want highly qualified AW sailors with the right experience. The AW detailers must keep these command requirements in mind when assigning AW sailors and will not detail AW sailors who do not meet these requirements.

Considering all stated NEC requirements for priority billets and that the AW rating had manning shortfalls, AWC Hunt said the primary reason for the priority UICs not being filled was an inventory shortage. Although other non-priority activities have NEC requirements for the AW rating, they usually have a smaller number of NECs required to fill each billet. This is most likely the reason non-priority activities with the AW billets had higher percentages of personnel. They stated that there were other reasons which made filling priority manning billets difficult, they include: sailor advocacy, PCS costing issues, physical location of the training commands, and because the commands are considered hardship duty.

Detailers must consider many factors when filling priority 1 and 2 billets. Even with priority 1 and 2 manning, the detailer has to consider all eligibility and aggregate policies and sailor preferences before they can place a sailor into a billet. In conclusion, an AW rating personnel inventory shortage, and limitations brought on by eligibility and aggregate policy requirements, as stated by AWC Hunt, help explain why AW priority manning goals were not met.

E. ADDITIONAL FINDINGS

Although the comparative analysis disclosed some key findings about the effectiveness of the CNO priority manning process, other factors influence the overall process. It was important to examine how the steps in the process were functioning. The findings are presented below.

1. Annually Updated CNO Priority 1 and 2 Spreadsheets

Chapter IV highlighted the required annual review of CNO priority 1 and 2 initial and continuation requests as directed by OPNAVINST 1000.16J. In FY 2002, there was no completed review of those requests. Therefore, the FY 2001 CNO priority manning spreadsheets remained in effect for FY 2002. The lack of review in FY 2002 may have contributed to some commands not receiving priority manning. The lack of review may reflect the events of September 11, 2001 and the lengthy administrative procedures associated with the process.

2. ARIS ACR/RCR Code Errors

The AE rating analysis indicated that a UIC received CNO priority manning, which should not have had it. The UIC is only one of the many activities that had incorrect ACR/RCR codes, causing priority manning to be applied to UICs that did not require it and not applied to UICs that should have. A query done by EPMAC's Knowledge Management Department using WEPW, indicated that there were over 30 UICs having incorrect CNO priority manning codes (Appendix C). The number of incorrect ACR/RCR codes could involve over 500 billets. Because the research was limited to the AE and AW ratings, more ratings may have been affected. A breakdown of every distributable community to locate all errors would be required. The search to locate

all the billets having the incorrect CNO priority manning codes would have to be located in ARIS or queried by WEPW.

3. Management Transition of the CNO Priority 1 and 2 Process

The CNO priority 1 and 2 manning process management was the responsibility of N130 and the MCAs. As discussed, the MCAs review all initial and continuation requests for priority 1 and 2 manning. Subsequently, N130 approved and published CNO priority 1 and 2 spreadsheets, which were then entered into TFMMS and ARIS. But as of October 2002, process management was moved to Pers-452. One reason for the decision to shift the process to Pers-452 was due to N130's physical location. The N130 division is in Washington D.C., which is a limiting factor and prevents the staff from having close process management. Another reason is that N130 did not have the capability to effectively manage the entrance of PMI codes into TFMMS, nor the ACR/RCR codes into ARIS. This caused errors to go undetected.

Process implementation now rests with EPMAC's MCA Readiness Department, Pers-452, and the MCAs. Because MCAs are responsible for the continuous management of authorized priority manning, the ACR/RCR codes entered into ARIS must be checked by the MCAs ensuring proper entry. Commands having priority manning should continue to validate their EDVRs monthly, ensuring they have the correct priority manning. It is apparent that MCAs and individual activities were not consistently validating their EDVRs to ensure correct CNO priority 1 and 2 manning. Because MCAs are responsible for authorizing, controlling, and managing their own priority 3 manning, as well as other types of directed manning, it is possible that CNO priority 1 and 2 manning was overlooked. Tony Cunningham, from Naval Personnel Research, Studies and Technology (NPRST), indicated that the MCAs have been paying close attention to their own priority 3 manning, but that CNO priority 1 and 2 manning had not been regularly reviewed for several years (2002).

F. CHAPTER SUMMARY

The AE ratings priority 1 and 2 manning and non-priority manning comparison analysis indicated that the AE priority manning was adequate, but not always as effective as non-priority manning. One cause could be that priority manning NMP is fixed to the

percentage of BA. NMP for the non-priority billets has been adjusted above BA because the AE rating inventory levels were above BA by the end of the period analyzed. This trend appears with all ratings and closed loop/transitory NECs that have distributable inventories above BA.

The AW rating comparative analysis indicated that the AW rating's priority manning within both MCAP and MCAL was less than 80 percent, which was significantly less than the AW rating's non-priority manning. Although the analysis clearly indicates that the AW rating did not meet the priority manning guidelines set by OPNAVINST 1000.16J, the AW detailer and aviation rating specialist perspectives helped explain why AW priority manning goals were not met. Their reasons can be summarized as not having enough AW personnel inventory to fill the specific billets and the large number of eligibility and aggregate policies that must be considered before placing a sailor into a priority billet.

Additional findings are presented to indicate how effectively steps in the process are functioning. These findings indicated inadequate process review and many code entrance errors within ARIS caused many activities to incorrectly have or not have priority manning. The process management transition to Pers-452 was recently implemented in an effort to improve the process.

VI. SUMMARY CONCLUSIONS, AND RECOMMENDATIONS

A. RESEARCH QUESTIONS AND ANSWERS

1. Primary Research Questions

What is CNO priority manning and how is it organized?

Priority manning was explained and organizationally outlined in Chapter IV. Priority 1 manning is designated to activities whose missions are "vital' to national interest, and priority 2 manning is designated to activities whose missions are "essential" to national interest. Priority manning is designated in two methods, either 100 percent of BA for an entire unit, or to specific ratings/distributable NECs within a unit. OPNAVINST 1000.16J is the governing document of the process and outlines the definitions for each type of priority manning and the key stakeholders in the process. CNO, CNP, MCAs, N12, and Pers-452 are responsible for the management, review, and approval of priority manning. EPMAC, placement officers, and Pers-40 (detailers) are responsible for implementing the priority manning process. The complexity of the process is evident by extensive administrative policies and execution procedures that must be followed for the process to be effective. Additionally, during the course of this research, process management shifted from N130 to Pers-452. Beginning in FY 2003, Pers-452 is responsible for reviewing and approving initial and continuation priority manning requests and works with EPMAC, community managers, and detailers to improve the effectiveness of the process.

How effective is the enlisted CNO priority manning process within the AE and AW ratings and the Navy as a whole?

The comparative analysis of the data indicated that AE rating priority manning was adequate, but not always as good as non-priority manning. The data indicated that priority activities with AEs had their NMP fixed to the percentage of BA, and non-priority activities had NMP above BA, because the AE rating had excess manning. This indicates that CNO priority manning is not maximized when ratings have excess manning above BA. Limitations within the Active Readiness Information System (ARIS) prevent

activities with priority manning from receiving their fair share when a rating or distributable NEC has excess BA.

Priority manning for the AW rating was not met, and was well below the AW rating's non-priority manning. Low personnel inventory in the AW rating, and eligibility and aggregate policies, made it difficult for the AW detailers to fill requisitions, causing the priority manning process for AWs to be less than fully effective.

Complexity in the CNO priority manning process was apparent in the organizational analysis. This complexity reduced the process effectiveness. Inadequate review contributed to misapplied priority manning in over 30 activities. The recent transition of management to Pers-452 should have an immediate and measurable effect on the process.

2. Secondary Research Questions

What are the advantages and disadvantages of having CNO priority manning?

Activities having priority manning will be provided full manning levels up to 100 percent of BA, even when manning shortfalls exist within specific ratings or NECs. The disadvantages of priority manning are that it can only be applied to a whole activity, by rating, or to closed loop/transitory NECs, because of limitations in ARIS. Additionally, there is no certainty that an activity with priority manning will receive its full complement of manning because of the numerous eligibility and aggregate policies detailers must consider. The administration and implementation complexities of priority manning make the process difficult to manage.

How is CNO priority manning incorporated into the Navy's current information systems?

As was indicated in Chapter IV, CNO priority 1 and 2 manning is implemented into two different information systems. Indicator codes are used to enter priority manning information for each activity into the Total Force Manpower Management System (TFMMS). Previously, N130 entered these codes into TFMMS, but with the recent transition in management it is accomplished by Pers-452. Since TFMMS does not indicate the priority for each specific billet, separate codes, known as activity control

rules and rating control rules (ACR/RCR) codes are entered into the Navy's ARIS by EPMAC's MCA readiness department.

B. CONCLUSIONS

The results of this research indicate a need to improve the CNO priority 1 and 2 manning process. The data showed that NMP is fixed for each unit that has priority manning for its ratings and NECs. Navy legacy mainframe applications limit the means by which CNO priority manning can be applied. Additionally, priority manning codes are manually entered into two different information systems causing the process to be redundant and increasing data entry errors. The research discovered at least 30 activities with incorrect priority manning. The complexity of the process has led to irregular and inconsistent reviews. The recent decision to transition process management to Pers-452 should reduce process complexity. The comparative analysis of the AW rating indicates that the process does not always perform effectively when a rating has manning shortfalls. The decision to fill priority billets still lies with the detailers and they may not always have requisite tools to ensure priority billets are filled.

C. RECOMMENDATIONS

The Navy must improve the CNO priority manning process. N13 and MCAs made an important decision in October 2002 by transferring management of the CNO priority 1 and 2 process to Pers-452. Pers-452 is within the distribution process and has the means to more effectively manage and disentangle the process. Pers-452 can improve the process by working with MCAs, EPMAC, and community managers to ensure priority manning is implemented effectively. This will ensure the process is appropriately reviewed and approved each FY.

Other areas of improvement include:

- Continue pursuing a single web-based system to replace legacy mainframe applications with a system such as the Defense Integrated Military Human Resources System (DIMHRS).
- Develop a new algorithm in ARIS to account for ratings with excess inventory. Once non-priority activities' NMP is equal to BA, the algorithm should provide

excess inventory back to priority activities so NMP is closer to these activities' requirements.

- Update OPNAVINST 1000.16J to reflect the changes that have occurred in process management. Ensure each stakeholder's role in the process is clearly delineated in the instruction and that all initial and continuation requests are forwarded to Pers-452 for approval.
- EPMAC should help MCAs and Pers-452 use the Web-Enabled Portal Warehouse (WEPW), so they can query this system to verify that priority manning is applied correctly to each activity and identify misapplied priority manning. This will enable the MCAs and Pers-452 to work with EPMAC's Knowledge Management Department to ensure all ACR/RCR codes are correctly updated in ARIS.
- Change the annual review process of priority 2 manning to a biannual review. This will reduce the burdensome administrative procedures and allow for a more timely and accurate review.
- Review ratings and NECs that have low priority manning levels. Research reasons for the shortfalls and develop and implement policies to improve manning levels.

APPENDIX A FY 2001 CNO PRIORITY MANNING SPREADSHEETS

A. MCAB

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
00029	OFFICE OF THE SECRETARY OF DEFENSE	2	1	ALL	2
00030	DIR STRATEGIC SYSTEMS PROGRAMS	2	L1	STS, MT, ET, YN, PN, IS	2
00043	COMMANDER, U.S. NAVAL FORCES CENTRAL COMMAND	2 INI REQ	O1	2514	3
00043	COMMANDER, U.S. NAVAL FORCES CENTRAL COMMAND	2 INI REQ	L1	QM, OS, GM, IT, YN, SK, MS, IS, JO, DM, IC, CTA, MM	3
00046	COMNAVSPACECOM	2	L1	NC, YN	2
00046	COMNAVSPACECOM	2	P1	9580	2
00066	USACOM	2	L1	JO, MS	3
00066	USACOM	2	L1	QM, OS, GM, IT, YN, SK, IS, DM, IC, CTA, MM	2
00087	USSPACECOM	2	L1	JO DM	3
00087	USSPACECOM	2	L1	IT, CTA, YN	2
00087	USSPACECOM	2	O1	2514	2
00333	NAVAL ATTACHE TOKYO JAPAN	2	L1	QM, OS, GM, IT YN, SK, MS, IS, JO, DM, IC	2
00501	NAVAL ATTACHE PARIS FRANCE	2	K1	ALL	2
00511	NAVAL ATTACHE DELHI INDIA	2	K1	ALL	2
00519	NAVAL ATTACHE SRI LANKA	2	K1	ALL	2
00532	NAVAL ATTACHE LISBON PORTUGAL	2	K1	ALL	2
00537	NAVAL ATTACHE CANBERRA AUSTRALIA	2	K1	ALL	2
00545	NAVAL ATTACHE RABAT MOROCCO	2	K1	ALL	2
00572	NAVAL ATTACHE CAIRO EGYPT	2	K1	ALL	2
00580	NAVAL ATTACHE CARACAS VENEZUELA	2	K1	ALL	2
00583	NAVAL ATTACHE BUENOS AIR ARGENTINA	2	K1	ALL	2

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
00584	NAVAL ATTACHE MADRID SPAIN	2	K1	ALL	2
00586	NAVAL ATTACHE ROME ITALY	2	K1	ALL	2
00587	NAVAL ATTACHE SANTIAGO CHILI	2	K1	ALL	2
00589	NAVAL ATTACHE MEXICO CITY MEXICO	2	K1	ALL	2
00591	NAVAL ATTACHE MOSCOW RUSSIA	2	K1	ALL	2
00592	NAVAL ATTACHE LIMA PERU	2	K1	ALL	2
00597	NAVAL ATTACHE ANKARA TURKEY	2	K1	ALL	2
0387A	NAV/MARINE CORPS INTELLIGENCE TRNG CENTER DAMNECK VA	2	L1	ET, IS	2
0431A	ARMED FORCES RADIOBIOLOGY RESEARCH INST BETHESDA MD	2	K1	ALL	2
0455A	NAVAL ATTACHE KINGSTON JAMAICA	2	K1	ALL	2
0580A	SSC GREAT LAKES	3 INI REQ	S1	ALL	3
0763A	CRUITRACOM GLAKES	2	K1	ALL	2
09346	SERVICE FORCES U.S. NAVAL FORCES CENTRAL COMMAND	2	K1	ALL	2
30002	NAV SUPPORT UNIT STATE DEPT COMPONENT WASHINGTONDC	2	K1	ALL	3
30312	NAVSOC DET CHARLIE	1	C1	ET, IT	1
30316	NAVSOC DET ALPHA	1	C1	ET, IT	1
31248	MILITARY ENTRANCE PROCESSING STATION LITTLE ROCK AR	2	L1	FC, GS, GSM, HM	3
31253	MILITARY ENTRANCE PROCESSING STATION HARRISBURG	2	L1	EW, IC, DC, ABF, HM	3
31253	MILITARY ENTRANCE PROCESSING STATION HARRISBURG	2	O1	8452	3
31475	SACLNTREP EUROPE	2	K1	ALL	2
31587	COMMANDER STRIKE FORCES SOUTH DET VERONA ITALY	2	K1	ALL	2

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
31588	COMMANDER STRIKE FORCES SOUTH DET GAETA	2	L1	YN	2
31629	USSTRATCOM JOR	2	K1	ALL	3
31819	JTF SWA ESKAN V	2	K1	ALL	2
32119	JNT STRATEGIC TARGET PLANNING STAFF SUPP COMPONENT NE	2	K1	ALL	2
32211	STRATEGIC SYSTEMS PROGRAMS (NEUTRAL DUTY COMPONENT)	2 INI REQ	L1	MT, ET	2
32864	PERSONNEL EXCHANGE PROGRAM ADMIN-CANADA OTTAWA CANADA	3	S1	ALL	3
32998	ONI OP SEADU CP	1	C1	STG, STS, IT	1
32998	ONI OP SEADU CP	1	G1	7841, 7836	1
32999	BUPERS SEA DUTY COMPONENT WASHINGTON DC	1	B1	ALL	1
33209	HQ, LAND SOUTHEAST-6ATAF JOINT SIGNAL SUPPORT GROUP IZMIR TURKEY	2	K1	ALL	2
33360	NAVAL IMAGERY MAPPING AGENCY SCHOOL	2	K1	ALL	2
35305	AEGIS TRAINING SCHOOL DET MAYPORT FL	2	K1	ALL	2
35314	NSA NAP CSOUTHU	2	L1	BM, MA, ET, RM, CTO, YN, SK, MS, IS, EN, FN, EO	2
35333	SPACE AND NAVAL WARFARE SYSTEMS COMMAND SPACE TECHNOLOGY OFFICE	2	L1	CTT	2
35341	US NATIONAL MILITARY REPRESENTATIVE SHAPE, CASTEAU, BELGIUM	2	K1	ALL	2
35379	DEFENSE COMMERCIAL COMMUNICATIONS OFFICE	2	K1	ALL	3
35538	MILITARY ENTRANCE PROCESSING STATION HONOLULU HI	2	K1	ALL	3
39029	AEGIS COMBAT SYSTEMS COMMAND	2 INI REQ	L1	OS, IT, STG	2
39803	SOCCENT SEA	2 INI REQ	L1	YN	2
39086	DEFENSE SPECIAL WEAPONS AGENCY FIELD COMMAND TEST KIRKLAND AFB	2	K1	ALL	2
39095	PERSONNEL EXCHANGE PROGRAM AUSTRALIA	2	K1	ALL	3

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
39098	PERSONNEL EXCHANGE PROGRAM ADMIN-GERMANY	2	K1	ALL	3
39101	PERSONNEL EXCHANGE PROGRAM UK	2	L1	YN	2
39211	USACOM ISSG	2	L1	IT, SK	2
39308	NAVY ELEMENT SUPREME HEADQUARTERS ALLIED POWERS EUROPE BELGIUM	2	K1	ALL	2
39439	SOCOM CSE GDIP	2 INI REQ	L1	IT	2
39783	NAVAL STRIKE AIRCRAFT TEST SQUADRON, PATUXENT RIVER, MD	2	L1	AD, AT, AO, AE, AMS, AMH, AME, PR	2
41342	BUPERS SEA DUTY COMPONENT POINT MUGU CA	1	C1	OS, ET, YN, PN, IS, EO, AV, AD, AT, AE, AMS, AK, AZ, AS	1
41342	BUPERS SEA DUTY COMPONENT POINT MUGU CA	1	C1	IT	3
41510	DEFENSE SPECIAL MISSILE/ASTRONAUTICS BRANCH FORT MEADE MD	2 INI REQ	K1	ALL	2
41623	MILITARY ENTRANCE PROCESSING STATION, US COMMAND	2	L1	OS, FC, IT, YN, PN, JO	3
41625	HQ EASTERN SECTOR UNITED STATES MILITARY ENTRY PROCESSING STATION CHICAGO	2	L1	YN, HM	3
41626	WESTERN SECTOR UNITED STATES MILITARY ENTRANCE PROCESSING STATION	2	L1	PN	3
41626	WESTERN SECTOR UNITED STATES MILITARY ENTRANCE PROCESSING STATION	2	P1	9515	3
41753	MILITARY ENTRANCE PROCESSING STATION SAN JUAN	2	L1	OS, HM	3
42039	CSSG YOKO JAPAN	2 INI REQ	L1	GS	2
42064	ALTNMILCCEN CO D	2	L1	IT, CTA	2
42072	HQ AFSOUTH NCISS	2	K1	ALL	2
42459	BUPERS SEA DUTY COMPONENT DALLAS TX	1	C1	AK, AZ, AS, AME, PR, AMS, AMH, AE, AV, AD, PN, AT, YN, CTA, EO, ET, IT	1

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
42459	BUPERS SEA DUTY COMPONENT DALLAS TX	1	C1	AW	FAIR SHARE
42466	WASHINGTON HQ SERVICES	2	K1	ALL	2
42864	DEFENSE INTELLIGENCE AGENCY/JOINT MANPOWER PLAN ATTACHE SAUDI ARABIA	2	K1	ALL	2
42984	TECHNICAL ASSISTANCE FIELD TEAM SAUDI ARABIA	2	K1	ALL	2
43442	REGIONAL OPERATING CENTER ATLANTIC NORFOLK VA	2	K1	ALL	2
43443	REGIONAL OPERATING CENTER ATLANTIC IBERIAN ATLANTIC LISBON	2	K1	ALL	2
43653	ROCLNT NATO KEFL	2	K1	ALL	2
43659	MILITARY POSTAL SERVICE AGENCY ALEXANDRIA VA	2	K1	ALL	3
43665	JOINT SPECIAL OPERATIONS COMMAND FORT BRAGG NC	1	C1	YN/PN	3
43665	JOINT SPECIAL OPERATIONS COMMAND FORT BRAGG NC	1	C1	IT, OS, CTR, IS, AG	1
43665	JOINT SPECIAL OPERATIONS COMMAND FORT BRAGG NC	1	F1	5326, 5337	1
43725	WHITE HOUSE COMA	2	K1	ALL	2
43743	JOINT COMMUNICATION UNIT FORT BRAGG NC	1	B1	ALL	1
44177	NATO AB EW F CHQ	2 INI REQ	L1	OS	2
44178	NATO AB EW F E3A	2 INI REQ	L1	IT, CTA	2
44236	MILITARY ENTRANCE PROCESSING STATION TAMPA	2	L1	PN, AO	3
44350	NAVY INTERNATIONAL PROGRAMS OFFICE DET RIYADH	2 INI REQ	K1	ALL	2
44460	MARITIME EARLY WARNING SUPPORT GROUP SOMERSET UK	2	L1	SK	2
44462	COMMUNICATIONS SECURITY SUPPORT FACILITY DET THREE SEOUL KOREA	2	K1	ALL	2

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
44905	NAVAL RESEARCH LABORATORY SITE DET SEA DUTY COMPONENT PORT HUENEME CA	1	B1	ALL	1
44907	BUPERS SEA DUTY COMPONENT HUNTINGTON BEACH CA	1	C1	ET	1
44985	ACLANT SSC DYKTW	2	K1	ALL	2
45031	U.S. EUROPEAN COMMAND DATA SERVICES CENTER STUTTGART GERMANY	2	L1	IT	2
45454	NAVAL ATTACHE MUSCAT OMAN	2	K1	ALL	2
45508	ONI, NSC	2	L1	CTM, CTO	2
45536	CSSG MAYPORT FL	2	K1	ALL	2
45537	AEGIS TRAINING CENTER DET NORFOLK VA	2	K1	ALL	2
45538	AEGIS TRAINING CENTER DET PORT HUENEME CA	2	K1	ALL	2
45539	AEGIS TRAINING CENTER DET ST INIGONS	2	K1	ALL	2
45540	AEGIS TRAINING CENTER DET PEARL HARBOR	2	L1	ET, EW, IT, OS, STG	2
45566	MILITARY ENTRANCE PROCESSING STATION NORTH CHICAGO IL	2	K1	ALL	3
45552	NAVAL ATTACHE BRAZIL	2	K1	ALL	2
45572	US COMMANDER IN CHIEF PACIFIC LIAISON OFFICE YOKOTA	2	K1	ALL	2
45582	SPECIAL OPERATIONS COMMAND PACIFIC CAMP SMITH HI	2	L1	IT, SK, YN	2
45582	SPECIAL OPERATIONS COMMAND PACIFIC CAMP SMITH HI	2 INI REQ	O1	5326	2
45793	US CENTRAL COMMAND COMPUTER SYSTEMS SUPPORT ELELMENT MCDILL AFB	2	L1	IT, CTO	2
45793	US CENTRAL COMMAND COMPUTER SYSTEMS SUPPORT ELELMENT MCDILL AFB	2	L1	YN, IC	3
45858	NAVAL SPACE COMMAND DET ECHO	2	L1	OS, EW, YN, IS	2

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
45951	AEGIS TRAINING CENTER DET SAN DIEGO CA	2	L1	OS, EW, STG, GM, ET, IT	2
45952	AEGIS TRAINING CENTER DET NORFOLK VA	2	K1	ALL	2
45953	AEGIS TRAINING CENTER DET WALLOPS ISLAND	2	K1	ALL	2
45987	PQMM SPEC OMAH A	2 INI REQ	L1	MS	2
46024	NATO MARITIME EARLY WARNING SUPPORT GROUP NEUTRAL DUTY COMPONENT UK	3	K1	ALL	3
46025	NATO MARITIME EARLY WARNING SUPPORT GROUP SEA DUTY COMPONENT UK	2	K1	ALL	2
46043	DEFENSE LIAISON DIVISION WASHINGTON DC	2	L1	STS, ET, YN	2
46043	DEFENSE LIAISON DIVISION WASHINGTON DC	2	O1	1001, 1002	2
46199	ADMINSUPU SWA DT	1	C1	BM, MA, QM, GM, ET, YN, SK, EN, HT	1
46199	ADMINSUPU SWA DT	1	F1	9545	1
46280	DISA D6 JIEO	2 INI REQ	L1	IT, YN	2
46298	USACOM CMS	2	L1	IT, YN, IS	2
46586	U.S. SPACE COMMAND COMBAT OPERATIONS STAFF COLORADO SPRINGS CO	2	L1	OS, CTA	2
46586	U.S. SPACE COMMAND COMBAT OPERATIONS STAFF COLORADO SPRINGS CO	2	O2	1002	2
46647	SOCJIC MFP-11	2	L1	CTA	2
46662	COMMANDER/CHIEF U.S. CENTRAL COMMAND INTELLIGENCE ACTIVITY MACDILL	2	L1	IT	2
46674	LCO VERONA	2 INI REQ	L1	ET, IT	2
46679	NATO/ASB BRUSSEL	2 INI REQ	L1	YN	2
47016	MILITARY ENTRANCE PROCESSING STATION LANSING MI	2	L1	BM, OS, FC, HM	3
47030	U.S. COMMANDER IN CHIEF SPECIAL OPERATIONS COMMAND MACDILL AFB	2	K1	ALL	2
47072	US SPACE COMMAND INTELLIGENCE PRODUCTION COLORADO SPRINGS CO	2	L1	CTA, CTR, IS	2

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
47081	US TRANSPORATION COMMAND SCOTT AFB	2	K1	ALL	2
47202	US SPECIAL OPERATIONS COMMAND LIAISON OFFICE WASHINGTON DC	2	K1	ALL	2
47310	US SPECIAL OPERATIONS COMMAND SUPPORT ELEMENT MACDILL AFB	2	K1	ALL	2
47471	ONSIGHT INSPECTION AGENCY TRAVIS AFB	2	K1	ALL	2
47500	COMMANDER SPECIAL OPERATIONS COMMAND SEOUL KOREA	2	L1	YN	2
47500	COMMANDER SPECIAL OPERATIONS COMMAND SEOUL KOREA	2	O1	5326	2
47517	PSC NORTH	2 INI REQ	L1	ET, IT, YN, SK	2
47525	ONSIGHT INSPECTION AGENCY WASHINGTON	3	T1	YN, PN, PC	3
48115	DISA JITC MTT	2 INI REQ	L1	IT	2
47862	ROCLANT NATO NORV	2	K1	ALL	2
47898	DEVGRU	1	C1	GM, ET, NC, IT, CTT, CTO, YN, LN, PN, SK, DK, IS, HT, EA, CE, EO, CM, BU, SW, UT, PR, PH, HM	1
47898	DEVGRU	1	F1	5326, 5337, 5341, 5342, 5351, 5352, 8288, 8401, 8425, 8491, 8494	1
48115	DISA JITC MTT	2 INI REQ	L1	IT	2
48304	DRUG LAW INFORCEMENT AGENCY WASHINGTON	2	K1	ALL	2
49017	AEGIS TRC DET	2 INI REQ	K1	ALL	2
49018	WHITE HOUSE COMMUNICATION KENNEBUNKPORT MA	2	K1	ALL	2
49167	US EUROPEAN COMMAND JOINT ANALYSIS CENTER UK	2	L1	CTA, CTM, CTO, CTT, IS, LN, SK	2
49288	MILITARY POSTAL SERVICE AGENCY HAWAII DEPT HONOLULU HI	3	K1	ALL	3
49324	US STRATEGIC COMMAND COMBAT OPERATION OFFUTT NEBRASKA	2	L1	IT, OS, EW, CTA, AD	2

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
49325	US STRATEGIC AIRBORNE COMMAND CENTER POST OFFUTT NEBRASKA	2	L1	IT, CTA	2
49335	US STRATEGIC COMMAND SPECIAL ACTIVITIES PACIFIC PEARL HARBOR HI	2	L1	ET	2
49336	USSTRATCOM SPATL	2	L1	QM, ET	2
49441	AFPLSYINSTAFF	2 INI REQ	L1	IS	2
49554	JOINT INTELLIGENCE CENTER GENERAL DEFENSE INTELLIGENCE PROGRAM MCDILL AFB	2	K1	ALL	2
57007	COMUSNAVCENT	2	L1	MA, QM, OS, EW, ET, IT, CTA, CTM, CTO, YN, LN, PN, SK, IS, BM, DM, EN, AZ, PH	2
57007	COMUSNAVCENT	2	O1	2514, 8425, 9209, 9515, 9545, 9580	2
57014	COMICEDEFOR (NATO)	2	L1	MA, OS, RM, YN, LN, SK, IS, JO, LI	2
57014	COMICEDEFOR (NATO)	2	P1	9580	2
57071	CINCELNT/CNVNW	2	K1	ALL	2
57104	SUBMARINES MEDITERRANIAN	2	K1	ALL	2
60880	NAVAL ATTACHE ATHEN GREECE	2	K1	ALL	2
61230	MPSA JMPA SF DT	2	K1	ALL	3
61411	NAVAL ATTACHE NORWAY	2	L1	IS	2
61422	NAVAL ATTACHE SINGAPORE	2	L1	IS	2
61480	NAVAL ATTACHE DAJAKARTA INDONESIA	2	L1	PN	2
61499	NAVAL ATTACHE BANKOK THAILAND	2	L1	CTA, IS	2
62226	NAVAL STATION ANNAPOLIS	2	L1	BM, EN, OS, QM	2
62226	NAVAL STATION ANNAPOLIS	2	O1	5342	2
62337	NAVAL ATTACHE TELEVIV	2	L1	IS	2
62392	NAVAL ATTACHE HONG KONG	2	L1	CTA, IS	2
62620	SOCOM JIC GDIP	2	L1	IT, IS	2
62627	NAVAL IMAGERY AND MAPPING AGENCY ATLANTIC OFFICE NORFOLK VA	2	L1	QM	2

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
62709	NAVAL SUPPORT UNIT ALLIED FORCES SOUTHER EUROPE NAPLES ITALY	2	L1	NC, MM, MS, HT, SK, YN	2
62709	NAVAL SUPPORT UNIT ALLIED FORCES SOUTHER EUROPE NAPLES ITALY	2	P1	9580	2
62841	NAVAL ORDANCE TEST UNIT CAPE CANAVERAL	2	O1	1001, 8402	2
62841	NAVAL ORDANCE TEST UNIT CAPE CANAVERAL	2	L1	BM, MET, ET, SK, EO	2
63005	ADMINISTRATIVE SUPPORT UNIT SOUTHWEST ASIA BAHRAIN	2	L1	AC, AK, AS, AZ, BM, BU, CM, CE, DC, DK, DT, EA, EO, ET, HM, IT, LN, MS, PC, PN, QM, RP, SH, SK, SW, UT, YN	2
63005	ADMINISTRATIVE SUPPORT UNIT SOUTHWEST ASIA BAHRAIN	2	O1	8241, 8406, 8425, 8432, 8451, 8482, 8485, 8506, 8753	2
63005	ADMINISTRATIVE SUPPORT UNIT SOUTHWEST ASIA BAHRAIN	2	P1	9580	2
63081	COMUSFORAZ	2	L1	OS, IT, YN, SK, IS	2
63129	MILITARY ATTACHE FOR DEFENSE PROGRAMS DJAKARTA INDONESIA	2	K1	ALL	2
63138	NAVSPACECOMOPSEL	2	L1	OS, EW, FC, ET, RM, CTA, CTR, SK, IS, EA	2
63161	NAVAL ATTACHE COLUMBIA	2	K1	ALL	2
63200	NAVSOC PT MUGU CA	1	L1	ET, IT	2
63223	NROTC U NEBRASKA	2	K1	ALL	3
63224	NROTC U WISC	2	K1	ALL	3
63225	NROTC MARQ U WI	2	K1	ALL	3
63237	DISA PACIFIC	2	L1	IT, YN, SK	3
63402	STRATEGIC WEAPONS FACILITY PACIFIC BREMERTON WA	2	K1	ALL	2
63415	DEFENSE SPECIAL WEAPONS AGENCY WASHINGTON	2	L1	YN, PN, SK	2
63415	DEFENSE SPECIAL WEAPONS AGENCY WASHINGTON	2	L1	IT, CTT, CTA, CTM, CTO, IS, LI, DM, PH	2

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
63415	DEFENSE SPECIAL WEAPONS AGENCY WASHINGTON	2	P1	9515	2
63428	NAVAL ATTACHE DAKAR SENEGAL	2	L1	EM, MM, SK, YN	2
63822	DISA JOINT SPECTRUM CTR	2 INI REQ	P2	2301	2
63845	HQ US EUROPEAN COMMANDS	2	K1	ALL	2
63852	COMSTRIKEFLTLANT	2	K1	ALL	2
63864	OFFICE OF DEFENSE COOPERATION OSLO NORWAY	2	K1	ALL	2
64121	NORTH ATLANTIC TREATY ORGANIZATION DEFENSE COLLEGE ROME ITALY	2	K1	ALL	2
64166	SUPREME ALLIED COMMAND EUROPE	2	L1	CTA, CTO, IT, LI, OS, SK, YN	2
64250	COMAIRSOUTH	2	K1	ALL	2
64274	ARMY SCHOOL EUROPE	2	K1	ALL	2
64310	NAVY ELEMENT ALLIEF FORCES CENTRAL EUROPE BRUNSSUM NETHERLANDS	2	K1	ALL	2
64358	NATIONAL DEFENSE UNIVERSITY WASHINGTON DC	2	L1	PN, IC	2
64358	NATIONAL DEFENSE UNIVERSITY WASHINGTON DC	2	O1	2514	2
64590	SACLANT	2	L1	BU, CE, CM, CTA, CTT, DM, IC, IS, IT, JO, LI, MA, MS, OS, SK, YN	2
64590	SACLANT	2	O1	2514, 9545	2
64590	SACLANT	2	P1	9580	2
64591	US STRATEGIC COMMAND OFFUTT AFB	2	L1	IS, CTA	2
64591	US STRATEGIC COMMAND OFFUTT AFB	2	L1	1002, 2514	2
64611	MPSA JMPA NY DT	2	K1	ALL	3
64759	COMOCEANLANT/COMNORA SDEFLANT	2	L1	YN	2
64762	CINC WESTLANT	2	K1	ALL	2

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
64765	CINCUNC COMUSK	2	K1	ALL	2
64766	SPECIAL OPERATIONS COMMAND EUROPE	2	L1	IS, IT, YN	2
64767	COMMANDER STRIKE FORCE SOUTH	2	L1	IT, YN	2
64767	COMMANDER STRIKE FORCE SOUTH	2	O1	2514	2
64771	COMMANDER IN CHIEF ALLIED FORCES SOUTHERN EUROPE	2	K1	ALL	2
65143	INTER AMERICAN DEFENSE BOARD ARLINGTON VA	2	K1	ALL	2
65297	NORAD COS	2	L1	IT	2
65202	CSSG PEARL HARBOR HI	2 INI REQ	K1	ALL	2
65460	DTRA FCOSWA	2	K1	ALL	2
65465	DEFENSE COMMUNICATIONS AGENCY EUROPEAN AREA	2	K1	ALL	2
65472	USSTRATCOM COIS	2	K1	ALL	2
65474	DISA W HEMIS	2	L1	ET, IT, IC, PH, YN	2
65475	WHITE HOUSE COMMUNICATIONS AGENCY	2	K1	ALL	2
65487	JOINT CHIEFS OF STAFF PENTAGON	2	K1	ALL	2
65792	AIC	2	L1	IT, CTT, CTA, CTM, CTO, SK, IS, LI, DM, IC, PH	2
65803	SPECIAL ACTIVITIES USEUCOM	2	L1	CTA, PN	2
65895	COMMANDER IN CHIEF IBERIAN ATLANTIC AREA PORTUGAL	2	K1	ALL	2
65986	NATO MILITARY COMMITTEE	2	K1	ALL	2
66030	COMNAVSOUTH	2	K1	ALL	2
66148	HQ MARITIME AIRFORCE MEDITERRANEAN	2	K1	ALL	2
66536	ROCLNT NATO CHES	2	L1	CE, EN, ET, IT, SK, YN	2
66543	MILITARY ENTRANCE PROCESSING STATION ALBANY NY	2	K1	ALL	3
66545	MILITARY ENTRANCE PROCESSING STATION BALTIMORE MD	2	K1	ALL	3

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
66547	MILITARY ENTRANCE PROCESSING STATION BOISE ID	2	K1	ALL	3
66548	MILITARY ENTRANCE PROCESSING STATION BOSTON MA	2	K1	ALL	3
66549	MILITARY ENTRANCE PROCESSING STATION BUFFALO NY	2	K1	ALL	3
66550	MILITARY ENTRANCE PROCESSING STATION CHARLOTTE NC	2	K1	ALL	3
66551	MILITARY ENTRANCE PROCESSING STATION CHICAGO IL	2	K1	ALL	3
66553	MILITARY ENTRANCE PROCESSING STATION CLEVELAND OH	2	K1	ALL	3
66554	MILITARY ENTRANCE PROCESSING STATION COLUMBUS OH	2	K1	ALL	3
66555	MILITARY ENTRANCE PROCESSING STATION MIAMI, FL	2	K1	ALL	3
66556	MILITARY ENTRANCE PROCESSING STATION DALLAS, TX	2	K1	ALL	3
66557	MILITARY ENTRANCE PROCESSING STATION COMMAND	2	K1	ALL	3
66558	MILITARY ENTRANCE PROCESSING STATION PORTLAND OR	2	K1	ALL	3
66560	MILITARY ENTRANCE PROCESSING STATION RICHMOND	2	K1	ALL	3
66561	MILITARY ENTRANCE PROCESSING STATION RALEIGH	2	K1	ALL	3
66563	MILITARY ENTRANCE PROCESSING STATION SAN ANTONIO TX	2	K1	ALL	3
66564	MILITARY ENTRANCE PROCESSING STATION SEATTLE, WA	2	K1	ALL	3
66565	MILITARY ENTRANCE PROCESSING STATION SHREVEPORT, LA	2	K1	ALL	3

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
66566	MILITARY ENTRANCE PROCESSING STATION SIOUX FALLS	2	K1	ALL	3
66567	MILITARY ENTRANCE PROCESSING STATION SPOKANE, WA	2	K1	ALL	3
66568	MILITARY ENTRANCE PROCESSING STATIONS SPRINGFIELD	2	K1	ALL	3
66569	MILITARY ENTRANCE PROCESSING STATION DETROIT MI	2	K1	ALL	3
66570	MILITARY ENTRANCE PROCESSING STATION EL PASO TX	2	K1	ALL	3
66572	MILITARY ENTRANCE PROCESSING STATION FARGO	2	K1	ALL	3
66573	MILITARY ENTRANCE PROCESSING STATION FORT JAX	2	K1	ALL	3
66574	MILITARY ENTRANCE PROCESSING STATION HOUSTON	2	K1	ALL	3
66575	MILITARY ENTRANCE PROCESSING STATION INDIANAPOLIS MD	2	K1	ALL	3
66576	MILITARY ENTRANCE PROCESSING STATION JAX FLORIDA	2	K1	ALL	3
66577	MILITARY ENTRANCE PROCESSING STATION KANSAS CITY, MO	2	K1	ALL	3
66578	MILITARY ENTRANCE PROCESSING STATION LOS ANGELES CA	2	K1	ALL	3
66579	MILITARY ENTRANCE PROCESSING STATION LOUIVILLE, KY	2	K1	ALL	3
66580	MILITARY ENTRANCE PROCESSING STATION MEMPHIS, TN	2	K1	ALL	3
66581	MILITARY ENTRANCE PROCESSING STATION MILWAUKEE	2	K1	ALL	3
66582	MILITARY ENTRANCE PROCESSING STATION MINNEAPOLIS	2	K1	ALL	3

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
66583	MILITARY ENTRANCE PROCESSING STATION MONTGOMERY	2	K1	ALL	3
66584	MILITARY ENTRANCE PROCESSING STATION NASHVILLE, TN	2	K1	ALL	3
66587	MILITARY ENTRANCE PROCESSING STATION NEW ORLEANS	2	K1	ALL	3
66588	MILITARY ENTRANCE PROCESSING STATION NEW YORK	2	K1	ALL	3
66589	MEPS OAKLAND	2	K1	ALL	3
66590	MILITARY ENTRANCE PROCESSING STATION OKLAHOMA	2	K1	ALL	3
66591	MILITARY ENTRANCE PROCESSING STATION OMAHA	2	K1	ALL	3
66592	MILITARY ENTRANCE PROCESSING STATION PHILADELPHIA	2	K1	ALL	3
66593	MILITARY ENTRANCE PROCESSING STATION PITTSBURG	2	K1	ALL	3
66594	MILITARY ENTRANCE PROCESSING STATION PHOENIX	2	K1	ALL	3
66595	MILITARY ENTRANCE PROCESSING STATION ST LOUIS MO	2	K1	ALL	3
66597	JOINT ELECTRONIC WARFARE CENTER SAN ANTONIO TX	2	L1	AW, IT, CTT, CTA	2
66614	NAVY ELEMENT ALLIEF FORCES BALTAP DENMARK	2	K1	ALL	2
66632	SOAC	2	K1	YN	2
66846	NAVY RESEARCH LABORATORY FIELD SITE DET PORT HUENEME CA	1	B1	ALL	1
66847	MILITARY ENTRANCE PROCESSING STATION ALBUQUERQUE, NM	2	K1	ALL	3
66868	MILITARY ENTRANCE PROCESSING STATION ATLANTA, GA	2	K1	ALL	3
66869	MILITARY ENTRANCE PROCESSING STATION BUTTE	2	K1	ALL	3

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
66871	MILITARY ENTRANCE PROCESSING STATION FRESNO	2	K1	ALL	3
66872	MILITARY ENTRANCE PROCESSING STATION JAX MISSISSIPPI	2	K1	ALL	3
66873	MILITARY ENTRANCE PROCESSING STATION KNOXVILLE, TN	2	K1	ALL	3
66876	MILITARY ENTRANCE PROCESSING STATION SALT LAKE CITY, UTAH	2	K1	ALL	3
66877	MILITARY ENTRANCE PROCESSING STATION SYRACUSE	2	K1	ALL	3
66920	MILITARY ENTRANCE PROCESSING STATION PORTLAND ME	2	K1	ALL	3
66968	MILITARY ENTRANCE PROCESSING STATION AMARILLO, TX	2	K1	ALL	3
66976	DISA JITC W OPS	2	L1	ET, IT, SK	2
68076	NAVAL IMAGERY AND MAPPING AGENCY FAIRFAX VA	2	K1	ALL	2
68088	NATIONAL SUPPORT UNIT COMMANDER IBERIAN ATLANTIC PORTUGAL	2	K1	ALL	2
68166	NAVY MARITIME INTELLIGENCE CENTER WASHINGTON DC	1	C1	STG, STS	1
68208	NAVAL IMAGERY AND MAPPING AGENCY HYDROGRAPHIC TOPOGRAPHIC CENTER WASHINGTON DC	2	L1	QM	2
68288	NAVAL RESEARCH LABORATORY FIELD SITE DET PACIFIC MISSILE TEST CENTER	1	B1	ALL	1
68389	JOINT INTELLIGENCE CENTER PACIFIC PEARL HARBOR HI	2	K1	ALL	3
68581	MPSA JMPA MIAMD	2	K1	ALL	3
68634	MILITARY ENTRANCE PROCESSING STATION SAN DIEGO CA	2	K1	BM, OS, FC, EM, HM	3
68733	STRATEGIC WEAPONS FACILITY ATLANTIC KINGSBAY GA	2	L1	ET, MM, MT, YN	2

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY01 PRIORITY
68743	JOINT COMMUNICATIONS SUPPORT ELEMENT MACDILLL AFB	2	K1	ALL	2
68770	MILITARY ENTRANCE PROCESSING STATION PROSTA ANCH	3 INI REQ	T1	HM	3
68792	JOINT MILITARY POSTAL ACTIVITY ATLANTIC FIELD OFFICE JACKSONVILLE FL	3	K1	ALL	3
68816	NAVAL ELEMENT HQ ALLIEF FORCES NORTHERN EUROPE	2	L1	YN	2
69075	ATLANTIC COMMAND SYSTEM SUPPORT CENTER	2	K1	ALL	2
79087	NAVY INTERNATIONAL PROGRAMS DET JUBAIL	2	L1	EW, MN, YN	2
79109	USCINCENT	2	L1	CTA, DM, IT, OS	2
79109	USCINCENT	2	O1	2514	2
81657	HQ LANDSOUTH	2	K1	ALL	2
82206	MILITARY ENTRANCE PROCESSING STATION BERKLEY CA	2	K1	ALL	3

B. MCAL

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY 01 PRIORITY
09047	VP 30	2	L1	AW, PR	2
09047	VP 30	2	L2	AD, AE, AMH, AMS, AT	2
09047	VP 30	2	L3	QM, OS, GM, IT, YN, SK, MS, IS, 2514, JO, DM, IC	2
09067	VF 101	2	L1	PR	2
09067	VF 101	2	L2	AMS, AD, AE, AMH, AT	2
09067	VF 101	2	L3	AME	2
09132	HMT 302	2	L1	AE, AMH, PR, AT	2
09132	HMT 302	2	L2	AMS, AD,	2
09212	HC 2	2	L1	AD, AMH, AME, PR	2
09212	HC 2	2	L2	AMS, AE, AT	2
09527	VAW 120	2	L1	PR	2

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY 01 PRIORITY
09527	VAW 120	2	L2	AMS, AD, AE, AMH, AT	2
09567	VAW 120	2	L3	AME	2
09679	VFA 106	2	L1	AMH, PR	2
09679	VFA 106	2	L2	AMS, AD, AE, AT	2
09679	VFA 106	2	L3	AME	2
21225	CG 48 YORKTOWN	2	K1	ALL	2
21314	MCM 1 AVENGER	2	K1	ALL	2
21403	MCM 2 DEFENDER	2	K1	ALL	2
21404	MCM 3 SENTRY	2	K1	ALL	2
21405	MCM 4 CHAMPION	2	K1	ALL	2
21406	MCM 5 GUARDIAN	2	K1	ALL	2
21427	MCM 6 DEVASTATOR	2	K1	ALL	2
21453	MCM 7 PATRIOT	2	K1	ALL	2
21455	MCM 8 SCOUT	2	K1	ALL	2
21836	MHC 51 OSPREY	2	K1	ALL	2
21864	MHC 52 HERON	2	K1	ALL	2
21865	MHC 53 PELICAN	2	K1	ALL	2
21881	MHC 54 ROBIN	2	K1	ALL	2
21901	MCM-13 DEXTROUS	2 INI REQ	K1	ALL	2
21936	MHC 55 ORIOLE	2	K1	ALL	2
21961	MHC 56 KINGFISHER	2	K1	ALL	2
21962	MHC 57 CORMORANT	2	K1	ALL	2
21963	MHC 58 BLACK HAWK	2	K1	ALL	2
22151	MHC 59 FALCON	2	K1	ALL	2
22152	MHC 60 CARDINAL	2	K1	ALL	2
30536	NS GTMO BRIG	2	K1	ALL	2
31990	NAVSACT GAETA	2 INI REQ	L1	MA	2
31990	NAVSACT GAETA	2 INI REQ	O1	9545	2
39494	CLF APS SDC	2	K1	ALL	2
42914	CSUBGR 2 SUR/SUP	1	C1	STS	1
42915	CSUBGR 2 SSEP	1	C1	STS	1
45228	SSBN 734B	1	B1	ALL	1
45229	SSBN 734G	1	B1	ALL	1
45230	SSBN 735B	1	B1	ALL	1
45231	SSBN 735G	1	B1	ALL	1
45232	SSBN 736B	1	B1	ALL	1
45233	SSBN 736G	1	B1	ALL	1
45234	SSBN 737B	1	B1	ALL	1
45235	SSBN 737G	1	B1	ALL	1
45670	SSBN 738B	1	B1	ALL	1
45671	SSBN 738G	1	B1	ALL	1

UIC	ACTIVITY	FY00 PRIORITY	FY 00 PMI CODE	RATINGS	FY 01 PRIORITY
46127	NSA SOUDHA BAY SEC DET	2	K1	ALL	2
46128	LAMADDALENA SEC DET	2	K1	ALL	2
46129	NS ROTA SEC DET	2	K1	ALL	2
46130	NSA NAPLES SEC DET	2	K1	ALL	2
46131	NAS SIG SEC DET	2	K1	ALL	2
48566	SSBN 739B	1	B1	ALL	1
48567	SSBN 739G	1	B1	ALL	1
48581	SSBN 741B	1	B1	ALL	1
48581	SSBN 741B	1	B1	ALL	1
48583	SSBN 742B	1	B1	ALL	1
48584	SSBN 742G	1	B1	ALL	1
53873	VQ2 SEA DUTY DET	2	O1	8251, 9401, 8284	2
53912	HSL 40	2	L1	AW, AMH, PR	2
53912	HSL 40	2	L3	AMS, AD, AE, AT	2
55619	FMPMOCC BRNSWICK	2	K1	ALL	2
55620	FMPMOCC JACKSONVILLE	2	K1	ALL	2
66691	NSA SOUDA BAY	2 INI REQ	K1	ALL	2

C. MCAP

UIC	ACTIVITY	FY 00 PRIORITY	FY 00 PMI CODE	RATINGS	FY 01 PRIORITY
09244	VPU 2	2	K1	ALL	2
09298	VS 41	2	L1	AMH, PR	2
09298	VS 41	2	L3	QM, OS, GM, IT, YN, SK, MS, IS, JO, DM, IC	2
09298	VS 41	2	3	2514	2
09299	HS 10	2	L1	AME, PR	2
09299	HS 10	2	L2	AW	2
09299	HS 10	2	L3	AD, AT, AE, AMS, AMH,	2
09355	VFA 122	2 INI REQ	L2	AMH	2
09355	VFA 122	2 INI REQ	L3	AD, AE, AMS, AME, AT, PR	2
09485	VFA 125	2	L2	AMH	2
09485	VFA 125	2	L3	AD, AE, AMS, AME, AT, PR	2
09822	HC 3	2	L1	AW, PR	2
09822	HC 3	2	L2	AD, AMH	2
09822	HC 3	2	L3	AE, AMS, AT	2

UIC	ACTIVITY	FY 00 PRIORITY	FY 00 PMI CODE	RATINGS	FY 01 PRIORITY
09923	VQ 3	1	C1	OS, NC, RM, EO, AD, AO, ABF, AMS, AMH, AME, AZ, AN	1
09923	VQ 3	1	G1	9580	1
09962	VQ 4	1	C1	NC, RM, AD, AO, ABF, AE, AMS, AME, AZ, AN	1
09962	VQ 4	1	G1	9580	1
09995	VAQ 129	2	L2	AMH	2
09995	VAQ 129	2	L3	AD, AT, AE, AMS, AME, PR	2
20345	SSN 683 PARCHE	1	B1	ALL	1
21530	LSD 47 RUSHMORE	2	K1	ALL	2
30802	CFA YOKOSUKA BRIG	2	K1	ALL	2
35622	SDR 5 DET BRAVO	1	B1	ALL	1
35953	SSBN 726-B	1	B1	ALL	1
35954	SSBN 726-G	1	B1	ALL	1
35955	SSBN 727-B	1	B1	ALL	1
35956	SSBN 727-G	1	B1	ALL	1
35957	SSBN 728-B	1	B1	ALL	1
35958	SSBN 728-G	1	B1	ALL	1
35959	SSBN 729-B	1	B1	ALL	1
35960	SSBN 729-G	1	B1	ALL	1
39355	SSBN 730-G	1	B1	ALL	1
39356	SSBN 730-B	1	B1	ALL	1
39495	APSPAC OSD SDC	2	K1	ALL	2
41580	SSBN 731-B	1	B1	ALL	1
41581	SSBN 731-G	1	B1	ALL	1
42065	VQ 4 SEADU DET	1	B1	ALL	1
42233	USCINCPAC CMD CTR COMM SUPP	I INI REQ	B1	ALL	1
42256	SSBN 732-B	1	B1	ALL	1
42256	SSBN 732-G	1	B1	ALL	1
44422	SSBN 733-B	1	B1	ALL	1
44423	SSBN 733-G	1	B1	ALL	1
44901	SSN 683 PARCHE ODEA	1	B1	ALL	1
44902	SDR 5 D (SEA CP)	1	B1	ALL	1
44903	SDR 5 DT SIERRA	1	B1	ALL	1
44904	SDR 5 DT DIVING	1	B1	ALL	1
47294	VQ 3 DET TRAVIS	1	B1	ALL	1
49403	VQ 4 D PAX RIVER	1	B1	ALL	1
52730	SDR 5 DET BANGOR	1	B1	ALL	1

UIC	ACTIVITY	FY 00 PRIORITY	FY 00 PMI CODE	RATINGS	FY 01 PRIORITY
52817	VMFAT NAVDET 101	2	L1	PR	2
52817	VMFAT NAVDET 101	2	L2	AD, AMH	2
52817	VMFAT NAVDET 101	2	L3	AE, AMS, AME, AT	2
55138	HSL 41	2	L1	PR	2
55138	HSL 41	2	L2	AD, AMH	2
55138	HSL 41	2	L3	AE, AMS, AT, AW	2
55154	VQ 3 SEA DU COMP	1	B1	ALL	1
55176	HMT 303 NAVDET	2	L1	AMH, AMS, PR	2
55176	HMT 303 NAVDET	2	L3	AD, AE, AT	2
55677	VQ3 DET OFFUT AFB	1	C1	MA, AD, AT, AE, AMS, AMH, AME, AK, AZ,	1
55677	VQ3 DET OFFUT AFB	1	F1	9545	1

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APPENDIX B ACR/RCR CODES

A. CONTROL RULES

1. ACR - ACTIVITY CONTROL RULE

Applies to an entire activity.

2. RCR - RATE CONTROL RULE

Applies to a specific rating.

B. COMPUTATION RULE/REASON CODE

A three position code comprised of the following:

1. FIRST POSITION

Manning level; how NMP will be calculated.

Code	Description
1	Directed Manning - MCA determines and directs EPMAC, Code 46, to manually input a specific paygrade manning plan for a rating/NEC.
2	100% Manning - NMP is equal to allowance, paygrade by paygrade.
9	Normal Manning - NMP is calculated using "Fair Share".

2. SECOND POSITION

Manning Priority; priority of personnel allocation/assignment. (It sets a requisition filling sequence).

Code	Description
1	CNO Priority 1 - Allocation is off the top of total Navy assets in the projection system of each composite (CMP 1, 3, 4).
2	CNO Priority 2 - Allocation is off the top of total Navy assets in the projection system after CNO 1 allocations have been made.
3	MCA Priority 3 - Allocation is off the top of each MCA's share of assets in the projection system after CNO 1 & 2 allocations have been made.

3. THIRD POSITION

CR Reason; why ACR/RCR was assigned.

Code	Description
0	Not to be utilized
1	Not to be utilized
2	SSC 6 capped at 100% by rating (Overseas CMP 1)
3	SSC 3 capped at 100% by rating
4	BA in error (EPMAC use only)
5	Temporarily Directed (auto revert to rule 9)
6	SSC 6 directed to 100% of activity BA
7	FFG 7 class LANT/PAC, CNET activities MCAB
8	Directed to "0" pending BA deletion
9	Directed to "0" with BA remaining

Code	Description
A	NMP directed pending BA change
B	NMP directed due to berthing constraints
C	Composite change (system generated)
D	MCA directed minimum/maximum %
E	Directed with unit in overhaul
F	Directed NMP by ship class
G	New billets authorized (system generated)
H	Excess NMP allowance
I	OP-132 NMPC 403 NUC directed
J	NMP directed to 100% of BA by rating (Overseas CMP 3, SSC 4)
K	Compensation
L	Phase plan inactivation/decommission
M	NMP adjusted for readiness level (EPMAC use only, auto revert to rule 9)
N	Phase plan new construction/reorganization or transition
O	Not to be utilized
P	NMP directed to 100% quantity with fair share quality
Q	Non deployer readiness outside P-7 (limit 4 months, EPMAC use)
R	Phase plan NRF units/NRC MCAB
S	CR termination (system generated)
T	CNO directed priority
U	MCA pri "3" (auto revert to rule 9)
V	MCA use as directed
W	Deployer fair share NMP locked for readiness
X	MCA use as directed
Y	Rate/NEC not on table 5 (system generated)
Z	Identifies 0052/3600, 0072/5000, 0092/7800 combinations

Source: After Readiness Information Systems (RIS) Users' Manual, 2001

APPENDIX C MISAPPLIED CNO PRIORITY MANNING IN ARIS

UIC	RCN	Activity Name	CNO PRI IN ARIS	CNO PRI SET (Approved BY N130)
00029	1700	OSD	0	2
00066	1700	USJFCOM	0	2
00087	1700	USSPACECOM	0	2
09047	0300	VP 30	0	2
09047	1500	VP 30	0	2
09047	1700	VP 30	0	2
09047	2300	VP 30	0	2
09047	3200	VP 30	0	2
09047	6200	VP 30	0	2
21530	3600	LSD 47 RUSHMORE	0	2
21530	5000	LSD 47 RUSHMORE	0	2
21530	8700	LSD 47 RUSHMORE	0	2
21961	3600	MHC 56 KINGFISHE	0	2
30002	5300	NSPUNSTDP REIMB	3	2
30002	5600	NSPUNSTDP REIMB	3	2
30002	5700	NSPUNSTDP REIMB	3	2
30002	5800	NSPUNSTDP REIMB	3	2
32999	2000	BUPERS SEA DUTY	2	1
35953	3328	SSBN 726 BLUE CR	0	1
35954	0404	SSBN 726 GOLD CR	0	1
35954	0800	SSBN 726 GOLD CR	0	1
35954	0810	SSBN 726 GOLD CR	0	1
35954	1001	SSBN 726 GOLD CR	0	1
35954	1002	SSBN 726 GOLD CR	0	1
35954	1700	SSBN 726 GOLD CR	0	1
35954	2000	SSBN 726 GOLD CR	0	1
35954	2200	SSBN 726 GOLD CR	0	1
35954	3328	SSBN 726 GOLD CR	0	1
35954	3600	SSBN 726 GOLD CR	0	1
35954	3701	SSBN 726 GOLD CR	0	1
35954	3702	SSBN 726 GOLD CR	0	1
35954	8402	SSBN 726 GOLD CR	0	1
35954	9517	SSBN 726 GOLD CR	0	1
35954	9579	SSBN 726 GOLD CR	0	1
35957	0404	SSBN 728 BLUE CR	0	1
35957	0800	SSBN 728 BLUE CR	0	1
35957	0810	SSBN 728 BLUE CR	0	1
35957	1001	SSBN 728 BLUE CR	0	1

UIC	RCN	Activity Name	CNO PRI IN ARIS	CNO PRI SET (Approved BY N130)
35957	1002	SSBN 728 BLUE CR	0	1
35957	1700	SSBN 728 BLUE CR	0	1
35957	2000	SSBN 728 BLUE CR	0	1
35957	2200	SSBN 728 BLUE CR	0	1
35957	3328	SSBN 728 BLUE CR	0	1
35957	3353	SSBN 728 BLUE CR	0	1
35957	3354	SSBN 728 BLUE CR	0	1
35957	3355	SSBN 728 BLUE CR	0	1
35957	3356	SSBN 728 BLUE CR	0	1
35957	3363	SSBN 728 BLUE CR	0	1
35957	3364	SSBN 728 BLUE CR	0	1
35957	3365	SSBN 728 BLUE CR	0	1
35957	3366	SSBN 728 BLUE CR	0	1
35957	9517	SSBN 728 BLUE CR	0	1
35957	9579	SSBN 728 BLUE CR	0	1
35958	0404	SSBN 728 GOLD CR	0	1
35958	0800	SSBN 728 GOLD CR	0	1
35958	0810	SSBN 728 GOLD CR	0	1
35958	1001	SSBN 728 GOLD CR	0	1
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35958	1700	SSBN 728 GOLD CR	0	1
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35958	2200	SSBN 728 GOLD CR	0	1
35958	3328	SSBN 728 GOLD CR	0	1
35958	3353	SSBN 728 GOLD CR	0	1
35958	3354	SSBN 728 GOLD CR	0	1
35958	3355	SSBN 728 GOLD CR	0	1
35958	3356	SSBN 728 GOLD CR	0	1
35958	3363	SSBN 728 GOLD CR	0	1
35958	3364	SSBN 728 GOLD CR	0	1
35958	3365	SSBN 728 GOLD CR	0	1
35958	3366	SSBN 728 GOLD CR	0	1
35958	3600	SSBN 728 GOLD CR	0	1
35958	3701	SSBN 728 GOLD CR	0	1
35958	3702	SSBN 728 GOLD CR	0	1
35958	8402	SSBN 728 GOLD CR	0	1
35958	9517	SSBN 728 GOLD CR	0	1
35958	9579	SSBN 728 GOLD CR	0	1
41342	1500	BUPERS S/D NAWS	1	3
42064	1500	JOINT STAFF SPCT	0	2
42064	1622	JOINT STAFF SPCT	0	2
42459	1000	BUPERS S/D COMP	0	1
42459	1500	BUPERS S/D COMP	0	1

UIC	RCN	Activity Name	CNO PRI IN ARIS	CNO PRI SET (Approved BY N130)
42459	1622	BUPERS S/D COMP	0	1
42459	1700	BUPERS S/D COMP	0	1
42459	1800	BUPERS S/D COMP	0	1
42459	5410	BUPERS S/D COMP	0	1
42459	6180	BUPERS S/D COMP	0	1
42459	6200	BUPERS S/D COMP	0	1
42459	6300	BUPERS S/D COMP	0	1
42459	6800	BUPERS S/D COMP	0	1
42459	6903	BUPERS S/D COMP	0	1
42459	7000	BUPERS S/D COMP	0	1
42459	7300	BUPERS S/D COMP	0	1
42459	7400	BUPERS S/D COMP	0	1
42459	7500	BUPERS S/D COMP	0	1
43659	2700	MPSA WASH DC	2	3
44350	1700	NIPO DRIYADH FMS	0	2
45235	3700	SSBN 737 KY GOLD	0	1
45793	1700	USCINCCEN CSSELE	2	3
47030	2514	USSOCOM	0	2
47517	1700	PSC NORTH	0	2
49288	2700	MPSA JMPA HAWAII	2	3
53912	6200	HSL 40	0	2
55154	7800	VQ 3 SEA DU COMP	0	1
63237	1500	DISA PACIFIC	2	1
63237	1700	DISA PACIFIC	2	1
63237	2000	DISA PACIFIC	2	1
63415	1700	DEFINTEL AGENCY	3	2
63415	1800	DEFINTEL AGENCY	3	2
63415	2000	DEFINTEL AGENCY	3	2
63845	1800	USCINCEUR	0	1
64250	0300	COMAIRSOUTH	0	1
64590	1622	SACLANT	3	2
65487	1700	JNTSTF JCS WASH	0	2
66614	1700	HQ BALTAP	0	2
79087	0350	NIPO DJUBAIL FMS	0	2
79087	0900	NIPO DJUBAIL FMS	0	2
79087	1700	NIPO DJUBAIL FMS	0	2

Source: After LCDR Maggie Friery, 2002

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